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NAVAL POSTGRADUATE SCHOOL Monterey, California

AD-A206 413



THESIS

A PROPOSAL FOR IMPROVEMENT OF SUPPLY
SUPPORT FOR SHIP OVERHAULS
IN THE HELLENIC NAVY

by

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December 1988

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REPORT DOCUMENTATION PAGE

| | | | | |
|---|-------|--|---|--|
| 1a. REPORT SECURITY CLASSIFICATION Unclassified | | | 1b. RESTRICTIVE MARKINGS | |
| 2a. SECURITY CLASSIFICATION AUTHORITY | | | 3. DISTRIBUTION/AVAILABILITY OF REPORT Approved for public release; distribution is unlimited | |
| 2b. DECLASSIFICATION/DOWNGRADING SCHEDULE | | | | |
| 4. PERFORMING ORGANIZATION REPORT NUMBER(S) | | | 5. MONITORING ORGANIZATION REPORT NUMBER(S) | |
| 6a. NAME OF PERFORMING ORGANIZATION Naval Postgraduate School | | 6b. OFFICE SYMBOL (If applicable) 54 | | 7a. NAME OF MONITORING ORGANIZATION Naval Postgraduate School |
| 6c. ADDRESS (City, State, and ZIP Code) Monterey, California 93943-5000 | | | 7b. ADDRESS (City, State, and ZIP Code) Monterey, California 93943-5000 | |
| 8a. NAME OF FUNDING/SPONSORING ORGANIZATION | | 8b. OFFICE SYMBOL (If applicable) | | 9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER |
| 8c. ADDRESS (City, State, and ZIP Code) | | | 10. SOURCE OF FUNDING NUMBERS | |
| | | | PROGRAM ELEMENT NO | PROJECT NO |
| | | | TASK NO | WORK UNIT ACCESSION NO. |
| 11. TITLE (Include Security Classification) A PROPOSAL FOR IMPROVEMENT OF SUPPLY SUPPORT FOR SHIP OVERHAULS IN THE HELLENIC NAVY | | | | |
| 12. PERSONAL AUTHOR(S) VASILOMANOLAKIS, Antonios | | | | |
| 13a. TYPE OF REPORT Master's Thesis | | 13b. TIME COVERED FROM TO | | 14. DATE OF REPORT (Year, Month, Day) December 1988 |
| 15. PAGE COUNT 81 | | | | |
| 16. SUPPLEMENTARY NOTATION The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government. | | | | |
| 17. COSATI CODES | | | 18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number) | |
| FIELD | GROUP | SUB-GROUP | Hellenic Navy, Inventory model, Supply support, Ship overhaul | |
| | | | | |
| | | | | |
| 19. ABSTRACT (Continue on reverse if necessary and identify by block number) | | | | |
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| 20. DISTRIBUTION/AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS | | | 21. ABSTRACT SECURITY CLASSIFICATION Unclassified | |
| 22a. NAME OF RESPONSIBLE INDIVIDUAL Alan W. McMasters | | | 22b. TELEPHONE (Include Area Code) 408-646-2678 | 22c. OFFICE SYMBOL 54Mg |

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A Proposal for Improvement of
Supply Support for Ship Overhauls
in the Hellenic Navy

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL

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ABSTRACT

The Hellenic Navy currently conducts ship overhauls without adequate planning for supply support. As a consequence, many of the overhaul tasks cannot be completed in the time allowed for the overhaul. This thesis proposes a new supply support system consisting of an inventory model designed to provide the necessary spare and repair parts needed during a ship's overhaul and a demand forecasting method to support the model. A longer planning horizon is also proposed to insure on-time delivery of the appropriate material. A modification in the current supply support responsibility is then proposed as a last step towards implementing the new supply support system.

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| DTIC TAB | <input type="checkbox"/> |
| Unannounced | <input type="checkbox"/> |
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| Dist | Avail and/or Special |
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ABBREVIATIONS

| | |
|-------|---------------------------------|
| AEE | Requisition for work |
| AS | Fleet Headquarters |
| BOM | Bill of Material |
| DDMN | Hellenic Navy Logistics Command |
| DEE | Job Order |
| GEN | General Staff of the Navy |
| HDF | Historical Demand File |
| HNSN | Hellenic Navy Stock Number |
| KEFN | Supply Center Command |
| LIBOR | London Interbank Offering Rate |
| MEA | Average Annual Consumption |
| OHDF | Overhaul Historical Demand File |
| UAF | Units per Application File |

ACKNOWLEDGEMENTS

I would like to thank Professors Alan McMaster and Mark Mitchell for their guidance. In addition, I would like to thank Mr. C.G. Polymperopoulos for the helpful discussions we had during preparation of this thesis. Finally, I would like to express my gratitude to the U.S. Navy and the Hellenic Navy for providing me the opportunity to attend the Naval Postgraduate School.

I. INTRODUCTION

A. OVERVIEW

Greece is a country with a long naval tradition. Over 70% of the Greek mainland is surrounded by sea. The Hellenic Navy has the responsibility for guarding the country's borders and securing the independence and wealth of the country.

The overhauls of the warships take place at the Hellenic Naval Shipyards which have the required technical resources. However, as far as the spare and repair parts are concerned, Greece does not have the capability for manufacturing the parts needed to sustain the ships. About (90%) of the materials and spare parts needed during an overhaul come from foreign sources. The latter is because of the following:

1. The rapid evolution of electronics and mechanical warfare equipment.
2. The competition among different manufacturers of ships and weapons systems which has resulted in the production of a great variety of equipment.

Thus Greece, in order to cover its national defense needs, must obtain maintenance parts from United States of America (USA) as well as from various European nations rather than local sources. This supply system depends on two important parameters, namely "searching time" and

transportation time". Searching time is defined as the time the Hellenic Navy spends in finding the supplies of the needed parts. This involves determining who can provide these materials at the lowest price and in the shortest time.

Transportation time is defined as the time needed to obtain the parts once the order is placed. This includes manufacturing the part or locating it in the warehouse and transporting it to the Hellenic Navy.

The cost of an overhaul depends on:

1. The repair cost,
2. The cost of the repair parts needed,
3. The ordering cost for each part,
4. The transportation cost for each part.

Additional costs are incurred when an incorrect or unsuitable spare part arrives at the shipyard or when a part is urgently needed but is not available from the Hellenic Navy's inventory. These costs involve the total cost for obtaining the correct part as well as the time "cost" for keeping ship, crew, drydock, etc. tied up.

B. PROBLEMS ASSOCIATED WITH THE SUPPLY SUPPORT FOR OVERHAUL

The main source of the problem is the poor forecasting system used to determine the type and quantity of spare parts needed for the ship being repaired. Using the existing forecasting system, ship's personnel have been able

to forecast only six percent (6%) of the actual items needed for an overhaul. The remaining needs, ninety-four percent (94%), have been obtained using the following two methods:

1. Quick collection procedure; for items which are stored in our warehouses.
2. Spot buy procedure; for items which are not in stock in our warehouses.

The percentage of demand filled by each method is shown in Figure 1.

A spot buy order is much more expensive than an ordinary one due to its urgent character. It has also been proven by Hellenic Navy sources that spot buying extends the overhaul time and sometimes results in the warship having to leave the shipyard before the completion of the repairs.

Viewing the forecasting problem from another direction, only twenty-three percent (23%) of the items requisitioned by the ship in anticipation of the overhaul are used. The requisition breakdown is shown in Figure 2.

The HN personnel who have the responsibility for supply support believe that the reasons for the forecasting problems are the following:

1. The lack of a standard PERT chart for the activities of an overhaul for each type of ship.
2. The lack of a Bill of Materials (BOM) for the main systems and their subsystems.
3. Past data concerning needs for spare parts for overhauls is ignored.

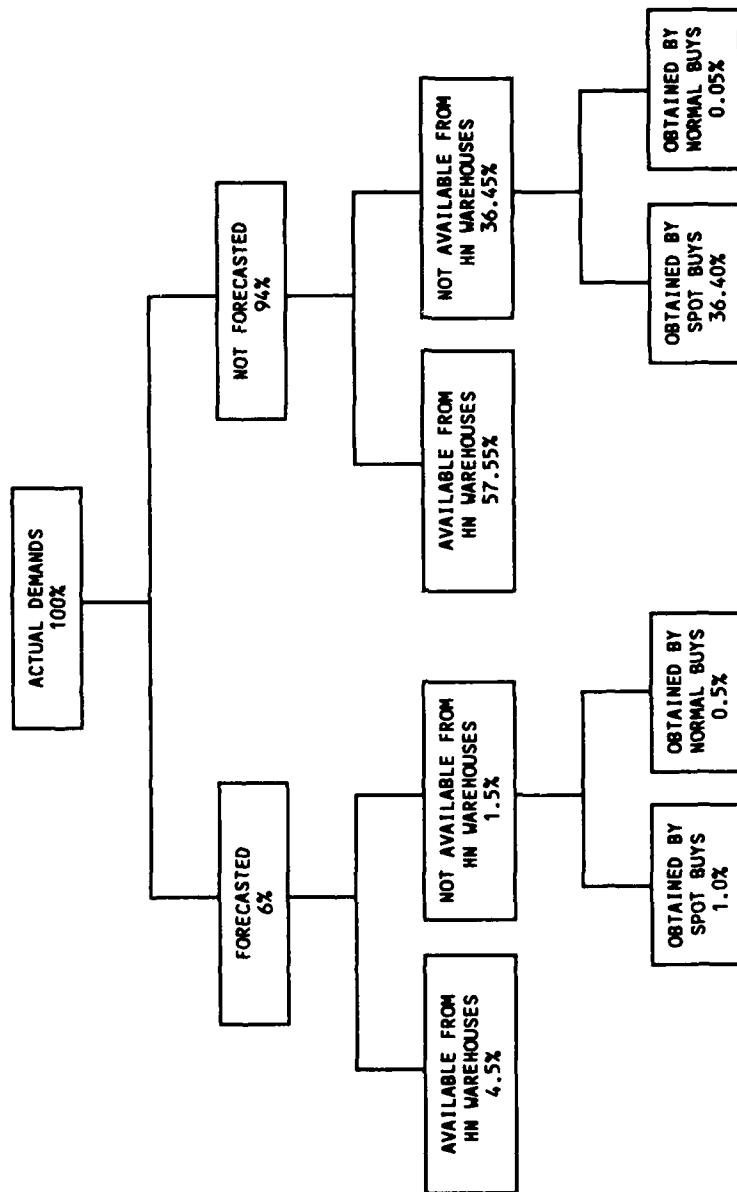


Figure 1. Forecasted and Not Forecasted Demands for Spare Parts During an Overhaul

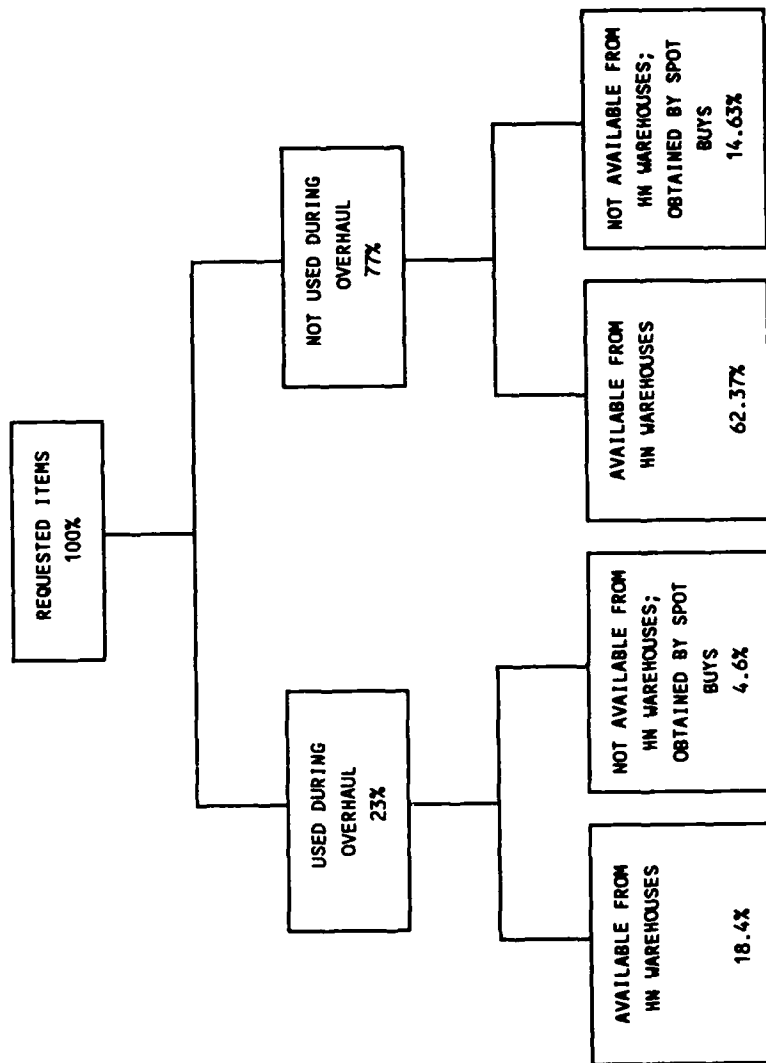


Figure 2. Breakdown of Actual Usage of Requested Spare Parts

4. The scheduling of the overhaul is done too late (within four months of the beginning of the overhaul).
5. The uncertainty in how long it takes to obtain the needed items.

The HN personnel who operate the ships and are responsible for the forecasts noted that after World War II and until the early 1970's most HN warships were ex-United States Navy (USN) ships. Usually a major overhaul was conducted in the USA by both the USN and HN personnel before the ships were turned over to the HN. However, 90% of the HN personnel did not have adequate knowledge of English in order to acquire the necessary skills for forecasting the ship's needs in spare parts.

This language barrier created several problems for the HN ship personnel, namely:

1. Unable to use past usage parameters; i.e., operating hours of various systems and equipment.
2. Unable to comprehend past data concerning overhauls and which repairs had been made when and to what extent.
3. Unable to conduct maintenance programs according to the manufacturer's recommendations.

Therefore, the HN personnel responsible for the overhaul were unable to use a comprehensive maintenance plan to forecast needs for spare parts and materials. Instead, they placed their requests for needed parts after inspecting each system and finding something faulty. Parts not available

were either ordered and installed later or the damaged ones were repaired.

However, since this inspection process was time-consuming, the ship's personnel tried to avoid it by copying the records of another ship of the same type and using them as a forecasting tool. Obviously such a forecasting method proved to be unreliable because the usage rates and maintenance performed in the past on identical equipment on two ships differed and consequently repair needs were not the same. Furthermore, all records were not properly kept and often the copying procedure was incomplete and incorrect creating additional data distortion. Finally, an evaluation of this forecasting method was not possible since data processing of requirements for spare parts was not available until the early 1970s.

For the last 20 years the HN has been building or buying warships mainly from European countries. However, the problem of incorrect forecasting of materials and spare parts persists since no attempt has been made to eliminate or modify the existing "copying" approach to forecasting described above. Thus, the situation today, as far as the forecasting of needs for these ships is concerned, is approximatively the same as during the period when the HN used ex-USN warships. Appendix A illustrates the problem by giving lists of comparative requests for an overhaul by two ships of the same type (Elli and Limnos) and shows which

items were requested by each ship and which were actually used by each ship. Note that the Elli was the initial ship to use the existing forecasting system.

Tables 1 and 2 concern limited and extended overhauls of several ships and indicate the number of items used out of those requested and also the number of items needed but not requested for each ship. The inaccuracies of the current forecasting system are obvious from these tables. Furthermore, Table 3 shows the budget burden resulting from this system because of the necessity of spot buys in order to offset poor forecasting.

The consequence of inaccurate forecasting is that in many cases only partial repair of a piece of machinery or weapon system can be accomplished. For example, instead of a planned complete overhaul of an engine, only a preventative maintenance can be performed.

C. THESIS OBJECTIVE

The objective of this thesis is to develop and propose a method which will facilitate the forecasting and the ordering of the "correct" spare parts well in advance so that the overhaul of a ship can be accomplished without delays.

| SHIP NAME | NO. OF ITEMS REQUESTED BY THE SHIP | NO. USED OUT OF REQUESTED ITEMS | NO. OF ITEMS NOT REQUESTED | TOTAL NO. OF ITEMS USED |
|-----------|--|--|----------------------------------|----------------------------------|
| TOBAZIS | 440 | 56 | 897 | 953 |
| ARIS | 38 | 4 | 257 | 261 |
| DANIOLOS | 1 | 1 | 531 | 532 |
| KISSA | 43 | 10 | 242 | 252 |
| AIDON | 30 | -- | 12 | 12 |
| ADIOPI | 41 | 9 | 250 | 259 |
| ESPEROS | 36 | 1 | 79 | 80 |
| TOTAL | 629 | 81 | 2268 | 2349 |

TABLE 1. LIMITED* EXTENT OVERHAUL (90 DAYS PERIOD)
FOR SEVEN SHIPS

* The duration of a limited extent overhaul does not exceed 90 days.

| SHIP NAME | NO. OF ITEMS REQUESTED BY THE SHIP | NO. USED OUT OF REQUESTED ITEMS | NO. OF ITEMS NOT REQUESTED BUT NEEDED | TOTAL NO. OF ITEMS USED |
|--------------|--|--|--|----------------------------------|
| ARIS | 201 | 24 | 754 | 778 |
| THEMISTOCLES | 132 | 9 | 955 | 904 |
| KRIEZIS | 151 | 33 | 781 | 814 |
| PAPANIKOLIS | 230 | 38 | 313 | 351 |
| LESVOS | 119 | 1 | 210 | 211 |
| AKTION | 49 | 16 | 303 | 319 |
| KISSA | 103 | 27 | 254 | 281 |
| AYRA | 91 | 56 | 213 | 269 |
| ATALANTI | 69 | 29 | 202 | 231 |
| ADIOPI | 15 | 1 | 226 | 227 |
| TOTAL | 1160 | 234 | 4211 | 4445 |

TABLE 2. EXTENDED* OVERHAUL (180 DAYS PERIOD)
FOR TEN SHIPS

* The duration of an extended overhaul may vary from 90 days to six months.

| SHIP NAME | NO. OF NOT REQUESTED BUT USED ITEMS DURING THE OVERHAUL | NO. OF NOT REQUESTED BUT USED ITEMS AND AVAILABLE IN THE WAREHOUSE | NO. OF NOT REQUESTED BUT USED ITEMS AND SUPPLIED BY SPOT BUYS PROCEDURE | COST OF ITEM SUPPLIED BY SPOT BUYS PRO- CEDURES IN DRACHMAS |
|--------------|---|--|---|--|
| TOBAZIS | 897 | 501 | 396 | 3,608,000 |
| ARIS | 257 | 143 | 114 | 1,904,000 |
| DANIOLOS | 531 | 311 | 220 | 3,100,000 |
| KISSA | 496 | 298 | 198 | 2,128,000 |
| AIDON | 12 | 4 | 8 | 66,000 |
| ADIOPI | 476 | 324 | 152 | 1,216,000 |
| ESPEROS | 79 | 66 | 13 | 159,000 |
| ASPIS | 754 | 501 | 253 | 2,441,000 |
| THEMISTOCLES | 955 | 550 | 405 | 4,313,000 |
| KRIEZIS | 781 | 487 | 294 | 1,190,000 |
| PAPANIKOLIS | 313 | 202 | 111 | 1,848,000 |
| LESVOS | 210 | 165 | 45 | 634,000 |
| AKTION | 303 | 140 | 163 | 2,403,000 |
| AVRA | 213 | 129 | 84 | 792,000 |
| ATALANTI | 202 | 139 | 63 | 618,000 |
| TOTAL | 6,479 | 3,960 | 2,512 | 43,420,000 |

TABLE 3. BUDGET BURDEN BECAUSE OF SPOT BUYS

D. PREVIEW OF CHAPTERS

Chapter II provides a description of the existing system. In this chapter emphasis is on the shipyard's overhaul schedule and the supply support method. Chapter III provides an analysis of the proposed forecasting and inventory stocking method. Chapter IV describes the steps for implementing the proposed method. Chapter V provides a summary of the thesis as well as conclusions and recommendations.

II. THE EXISTING SYSTEM

A. OVERVIEW

Two major commands of the HN have the authority and the responsibility for the planning and execution of a warship overhaul. They are:

1. The Fleet Headquarters (AS)
2. The Hellenic Navy Logistics Command (DDMN)

The main duty of the AS is the operational control of the warships. The General Staff of the AS sets the schedule for an overhaul for an individual ship based on:

1. Operational needs of the fleet.
2. The technical expertise of the personnel who serve in AS.
3. The daily report of a ship's condition provided by ship's personnel to the AS personnel.

A schedule is published on an annual basis. This contains an overhaul timetable for each of the ships including information as to the work to be done on the machinery and weapon systems and the estimated time required for the execution of the overhaul. The General Staff of the Navy (GEN), with the assistance of the AS and the DDMN, decides on the final form of the above schedule. The DDMN is then responsible for the execution of the overhaul schedule and keeping the AS informed of progress.

The Shipyard at the Naval Base where the ship is homeported conducts the overhaul. The Naval Base coordinates the activities of the shipyard and the warehouse divisions and the Supply Center Command (KEFN), which is not located at the shipyard, ensures the availability of the materials and spare parts needs for the overhaul according to the orders placed by the ship. Figure 3 shows the information flow between the departments/commands.

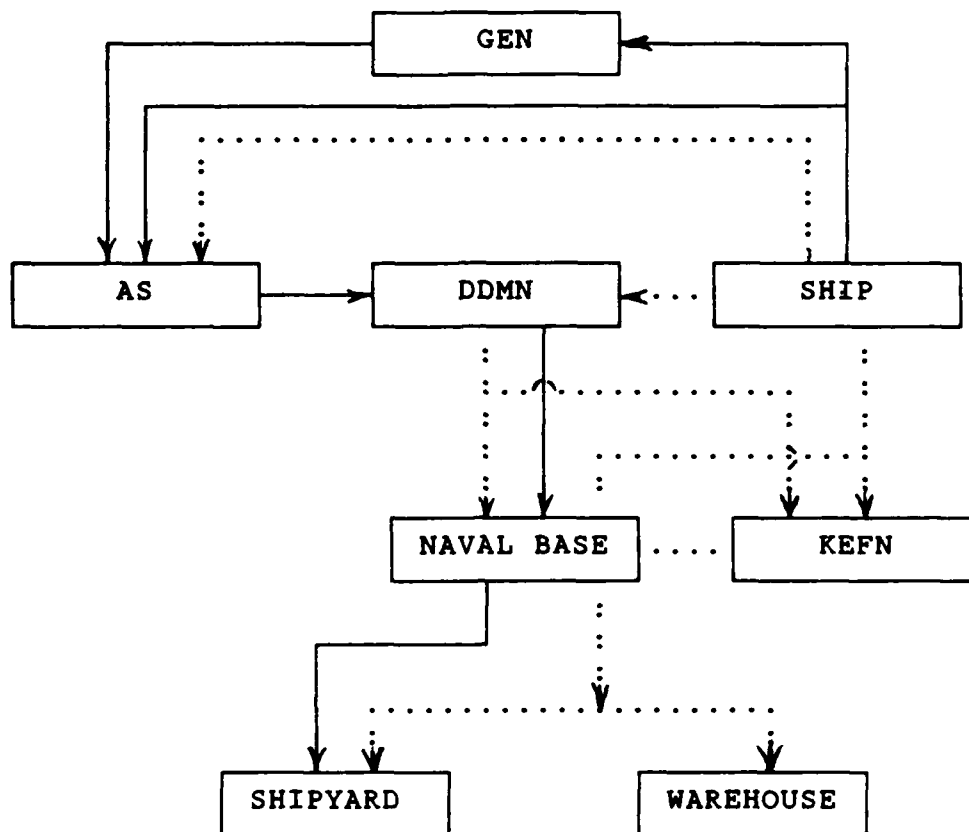
B. SHIPYARD OVERHAUL SCHEDULING.

Four months in advance of a ship's scheduled overhaul a meeting is held between the representatives of the ship, the shipyard, KEFN, and AS. This committee takes into consideration:

1. All the work suggested to be done during an overhaul by the manufacturer.
2. New repairs which are recommended by the ship's crew.
3. Repairs to be done by the ship's personnel.
4. Repairs to be done by the shipyard.
5. Repairs to be done at both levels combined.

An example of the fifth case is the repair of a piece of machinery or an equipment which has to be removed from a ship by its personnel so that it can be repaired by the shipyard.

The ship must provide the shipyard with the necessary work requisitions (AEE) which contain a detailed description



————— Information flow for repairs to be done
 Information flow for obtaining repairs parts

Figure 3. Information Flow Chart Between the Departments/Commands

of the required repairs for each equipment. This is done in the last stages of the planning for the overhaul and after the meeting between the representatives of the ship, shipyard, KEFN, and AS.

For each task to be performed during overhaul the shipyard issues an order for a job execution (DEE) to the relevant maintenance department. This order includes a detailed step-by-step description of the work that has to be done. The department has to perform the specified repairs within the time limit specified by the DEE. This limit assumes that no shortages in materials and spare parts will occur. The execution of work is monitored by the ship's personnel who are responsible for submitting detailed progress reports to the AS.

C. SUPPLY SUPPORT FOR OVERHAULS

At the same time as the ship submits its requisitions for work (AEE's) to the shipyard, the ship also submits a list containing an estimate of the spare parts required for each AEE, and a table is prepared containing the spare parts needed for the installation and units per application. This table is sent to the shipyard authorities and the KEFN no later than 10 days after the original work requisition was submitted. A survey is carried out by the shipyard departments to see what parts are on hand. For those which are not, an additional list is prepared and given to

the KEFN. Then the KEFN determines whether the materials on that list are available in the HN warehouses.

After the available materials are located, they are gathered and stored either in the storehouses of the shipyard or in other nearby warehouses. The KEFN is also responsible for the collection of all the spare parts stocked in the warehouses of the shipyard. The whole procedure takes about ten days.

Orders are placed for those items which are not available, or are available but in inadequate quantities. The orders are of high priority so that the schedule of the overhaul will not be delayed. Most of these orders result in spot buys.

The following procedures are computer aided:

1. Stock status of the materials and spare parts.
2. Status of orders already placed so that spot buys can be avoided. In the event that previous orders for same material are outstanding this program will give information as to quantities ordered and delivery dates.
3. The recording of materials and spare parts actually used by the maintenance departments and the ship during overhaul. (This program is still being developed).

D. ORDERING OF INVENTORY

1. Order Quantity

There is no special procedure for ordering the needed quantity for overhaul. In general, the order quantity for spare and repair parts is calculated on an

quantity for spare and repair parts is calculated on an annual basis using historical demand rates. For the special situation of overhauls the calculation may be more frequent, usually quarterly.

The forecast of annual demand uses data on actual annual demands from the last five years. The forecasting model is a weighted moving average. The demand of the most recent past year is multiplied by five. The demand of two years ago is multiplied by four, etc. The sum of the weighted five years of demands is then divided by 15, the sum of the multipliers of the five years. For example, suppose that we are at the end of 1988 and we wish to calculate a demand forecast for 1989 if the demands of the last five years are, respectively:

1. For 1988: 10 units,
2. For 1987: 14 units,
3. For 1986: 8 units,
4. For 1985: 16 units,
- 5 For 1984: 8 units.

The forecast for 1989 is calculated as follows:

$$\frac{10 \times 5 + 14 \times 4 + 8 \times 3 + 16 \times 2 + 8 \times 1}{5 + 4 + 3 + 2 + 1} = \frac{170}{15} = 12 \text{ units.}$$

An order for 12 units is then placed when the stock level drops to a predetermined recorder point based on an estimate of procurement lead time and some degree of safety

or emergency stock. Procurement lead time is also forecast from historical values.

2. Budget Constraints

At the beginning of the year a credit line is established by the HN covering the annual expected costs of maintenance and overhaul, including materials. However, no allocation is made specifically for any type of ship or group of ships. The monitoring of the costs of materials supplied to all ships is carried out by the KEFN. In case of a budget overrun during the last quarter of the year necessary credit can be obtained from the next year's budget.

E. CURRENT ACTIONS TO SOLVE THE FORECASTING PROBLEMS

During last year the KEFN and shipyard authorities have undertaken the following actions to overcome the forecasting problems mentioned in Chapter I:

1. The KEFN is creating an Overhaul Historical Demand File (GHDF) which contains all the data about materials requested and used during overhaul for each ship.
2. After each overhaul a table is constructed for comparing the initial request and the actual needs. Examples of this type of table were Tables 1, 2, and 3.
3. With the assistance of AS the shipyard has started developing computerized PERT charts for each type of ship. These charts include all of the activities of the ship's overhaul in detail.

4. A file is being developed by the shipyard which contains only the actual needs in materials and spare parts for each activity on the PERT chart.

In order to cope with the need for rapid availability of non-stocked materials, especially for those continuously demanded, the KEFN and the shipyards have begun to search for Greek manufacturers who will be able to produce and supply the HN with spare parts needed for an overhaul. This may eliminate the large procurement lead time associated with purchases from foreign manufacturers. However, locally purchased items must have the same quality as their foreign equivalent.

III. PROPOSED INVENTORY STOCKING METHOD

A. OVERVIEW

An inventory model which can provide spare parts for an overhaul has been developed by McMasters [Ref. 1] and applied by Slaybaugh [Ref. 2]. This chapter describes that model. It also discusses the availability of data needed to use the model.

B. DEMAND DISTRIBUTION

A six-month overhaul schedule of n identical ships creates a total demand for a spare or repair part which is a random variable whose probability of assuming a certain value can be modeled using the binomial probability distribution. The probability $p(x)$ of a total demand for x units of a given part during a six-month period can be expressed by: [Ref. 1].

$$p(x) = \frac{n!}{x!(n-x)!} p^x Q^{(n-x)}, \quad (1)$$

where

P = Probability of a given part needing to be replaced during an overhaul.

$Q = (1-P)$, the probability of the given part not needing to be replaced.

$x = 0, 1, 2, \dots, n$.

The mean and the variance of this distribution are nP and nPQ , respectively. If the units of application m are greater than one per ship, equation (1) can be easily modified to:

$$p(x) = \frac{nm!}{x!(nm-x)!} P^x Q^{(nm-x)}, \quad (2)$$

where $x = 0, 1, 2, \dots, nm$.

C. PROPOSED INVENTORY MODEL

When a probability of replacement is less than 100%, the amount of inventory to stock is not obvious. If n is stocked there is a good chance that a surplus will exist at the end of the six-months period after the scheduled overhaul is completed. If, on the other hand, a very small fraction of n is stocked, there is a good chance that the scheduled overhaul cannot be completed on time due to a shortage of repair parts. The optimum level to stock should be a balance between these two extremes.

A logical way in which to determine this balance is to consider the costs associated with shortages and surpluses. A surplus would be associated with money tied up in items which could have been spent on other parts for that six months or for the next. A shortage could result in work stoppage until the part could be located elsewhere in the supply system or purchased through a spot buy. In addition,

a delay in the availability of the overhauled ship to the fleet may occur.

A model which balances these costs is presented by McMasters [Ref. 1]. The model is a function of the following parameters:

1. Processing cost. If C_p is the cost per unit incurred in placing a repair part into shipyard warehouses, then the total cost of Y units is C_p times Y .
2. Holding cost. If C_h is the cost per unit held for six months then the total cost of Y units is C_h times Y if the cost is assumed to be incurred regardless of the length of time the item is in storage during the six months period. This assumption is reasonable since the storage space needed must be large enough to hold the entire quantity Y of a repair part for some part of the six months period.
3. Shortage cost. The shortage cost is representative of the cost of the time delays associated with submitting a requisition to the KEFN when the shipyard experiences a stockout. If C_s represents the shortage cost per unit and the demand x for repair part during the six-month period exceeds the inventory level Y in the shipyard warehouses, then the shortage cost will be $C_s(x-Y)$. This cost consists of many elements but mostly represents labor cost.
4. Surplus cost. The unit cost of a surplus can be considered to be the product of the unit purchase cost " C " of a repair part and a risk factor " K ". The value of " K " can range from zero to infinity. The risk factor should be minimal if the near future production schedules are expected to absorb any excess stock. The surplus cost will be incurred when the demand x is less than Y and is the product $KC(Y-x)$.

The expected total costs over a six-month period associated with stocking a quantity Y of a given repair part

is the sum of the costs listed above weighted by the probability $p(x)$ that x will be demanded during the six-month period. It is described mathematically by equation (3).

$$EC(Y) = (C_p + C_h)Y + \sum_{x=0}^Y KC(Y-x)p(x) + \sum_{x=Y+1}^n C_s(x-Y)p(x), \quad (3)$$

where $p(x)$ is given by equation (1) or (2).

D. OPTIMAL INVENTORY LEVEL

The optimal order quantity of a specific repair part minimizes the expected total costs $EC(Y)$. From the calculus of finite differences the optimal inventory level Y is the largest value of Y for which:

$$\bar{P}(Y) > \frac{C_p + C_h + KC}{C_s + KC} = R \quad (4)$$

where $\bar{P}(Y) = \sum_{x=Y}^n p(x)$ and R is the optimal probability of

stockout; that is, the expected total costs are minimized when a probability (risk) of stockout of R is allowed.

Determination of the optimal order quantity (Y) is illustrated by the following example. Assume that the item with stock code 88805 has the following parameters:

$$C = \$16$$

$$K = 0.42$$

$$C_p = \$0.48$$

$$n = 22$$

$$C_h = \$0.8$$

$$m = 4$$

$$C_s = \$24$$

$$P = 0.225$$

First we compute the value of R

$$R = \frac{C_p + C_h + KC}{C_s + KC} = \frac{0.48 + 0.8 + (0.42 \times 16)}{24 + (0.42 \times 16)} = \frac{8.00}{30.72} = 0.2604$$

$$\text{Next, } p(x) = \frac{88!}{x!(88-x)!} (0.225)^x (0.775)^{88-x}$$

$$= \frac{88! (0.775)^{88} (0.29)^x}{x!(88-x)!}$$

and $x = 0, 1, 2, 3, \dots, 88$.

To solve the problem we need to compute

$$\bar{P}(Y) = \sum_{x=Y}^{88} p(x)$$

for several values of Y. First, we realize that

$$\bar{P}(Y) = 1 - P(Y-1) = 1 - \sum_{x=0}^{Y-1} p(x).$$

Next we can make use of the following recursion equation for computing $p(x)$.

$$p(x) = Q^n \quad \text{for } x = 0;$$

$$p(x) = \frac{(n - (x - 1))P}{x Q} p(x - 1) \quad \text{for } 0 < x \leq n.$$

Table 4 provides the details of the computation needed to determine the optimal quantity Y . These computation were made using the LOTUS 1-2-3 electronic spreadsheet program. It can be seen that 0.2604 is between Y values of 21 and 22 units. Therefore, the optimal quantity Y is equal to 21 since it is the largest value of Y for each $P(Y) > R$. We note that Y exceeds the expected demand (nmP) of 19.8.

E. ESTIMATING THE PROBABILITY OF REPLACEMENT

The probability of replacement (P) values can be estimated as follows [Ref. 2].

$$\hat{P} = \frac{D}{(UA) \cdot (N) \cdot L} \quad (6)$$

| CODE | 88805 | Y | $P(\bar{Y})$ |
|----------------|-------|-----|--------------|
| Probability, P | 0.225 | 0 | 1.0000 |
| | | 1 | 1.0000 |
| C (\$) | 16 | 2 | 1.0000 |
| | | 3 | 1.0000 |
| K | 0.4 | 4 | 1.0000 |
| | | 5 | 1.0000 |
| Ch (\$) | 0.8 | 6 | 0.9999 |
| | | 7 | 0.9997 |
| Cs (\$) | 24 | 8 | 0.9991 |
| | | 9 | 0.9976 |
| Cp (\$) | 0.48 | 10 | 0.9941 |
| | | 11 | 0.9870 |
| R | 0.261 | 12 | 0.9736 |
| | | 13 | 0.9509 |
| nm | 88 | 14 | 0.9157 |
| | | 15 | 0.8652 |
| | | 16 | 0.7983 |
| | | 17 | 0.7161 |
| | | 18 | 0.6219 |
| | | 19 | 0.5211 |
| | | 20 | 0.4202 |
| | | 21* | 0.3254* |
| | | 22 | 0.2415 |
| | | 23 | 0.1717 |
| | | 24 | 0.1167 |
| | | 25 | 0.0759 |
| | | 26 | 0.0472 |
| | | 27 | 0.0280 |
| | | 28 | 0.0159 |
| | | 29 | 0.0086 |
| | | 30 | 0.0045 |

TABLE 4. TABLE OF $\bar{P}(Y)$ FOR THE EXAMPLE

where:

- \hat{P} is an estimate of P ;
- D is the total demand over a specified number of years;
- UA is the units of application for each installation in a ship;
- L is the number of identical ships overhauled during the same specified number of years used for D ; and
- N is the number of installations per ship.

The data needed can be obtained from the Overhaul Historical Demand File (OHDF) and the Units per Application File (UAF) of the KEFN.

In Appendices B and C, P values are shown for selected items which belong in the Main Engine and the Electric Motor for the Fast Patrol Ships of the HN. Data spanning ten "six-month" time periods (5 years) were used to provide as large a sample size as possible and hence reduce the standard error of the estimate.

The columns in these appendices are:

1. The six-digit Hellenic Navy Stock Number (HNSN),
2. The number of spare parts used during the last five years for each overhaul, by six-month intervals,
3. The total number of spare parts actually used during the last five years,
4. The total number of parts subject to replacement on ships already overhauled in the past five years, and
5. The probability of replacement.

F. COST PARAMETERS ANALYSIS - DISCUSSION

In the search for values for the cost parameters we discovered that they had already been determined by P. Vectis [Ref. 3], but had never been used due to lack of an appropriate inventory model.

The processing cost (C_p) is calculated as 3% of the purchase price and includes ordering and transportation costs. The holding cost (C_h) is calculated as 10% of the purchase price annually or 5% for a six-month period. On an annual basis it is the sum of the approximately 6.5% London Interbank offering rate (LIBOR) plus a 3.5% spread. This spread includes bank profit over LIBOR and costs associated with warehousing.

The shortage cost (C_s) is calculated as the product of $3/2 C_p$, "a", and the unit purchase cost (C); $3/2 (C_p \cdot a \cdot C)$, where $3/2$ or 1.5 is used for a six-month interval and "a" is a factor ranging from 10 to 100 depending on the lead time of the item and the ship's duties. In the overhaul case the factor "a" has values from 50 to 70 depending on where the equipment being repaired lies on the PERT diagram. If the spare part is used in a repair that lies on the critical path then "a" has a value of 70; otherwise it has a value of 50. In our computations the shortage cost formula will be $1.5 C_p \cdot 50 \cdot C$ for a six-month interval.

The surplus cost (KC) has the risk factor "K" calculated as $\frac{1-P}{P} \beta$ where $\frac{1-P}{P}$ indicates how many time the probability of non-occurrence exceeds the probability of occurrence and " β " is a correcting factor. Beta (β) may have the following values: 0.1 when the material may be used again within 3 years, 1.0 when the material may be used again but beyond 3 years and within 10 years from now, and 100 when the material may be used again after at least 11 years. This indicator can be determined only by obtaining historical demand data for each item from the OHDF and HDF. In our computations in Appendices D and E the β value is 0.1 since we assume that the materials are used again within 3 years.

Appendices D and E present the values of the optimal risk R and stockage level Y for all materials in appendices B and C. Appendices D and E also present:

1. HNSN.
2. Unit purchase cost (C).
3. Unit surplus cost (KC).
4. Unit holding cost (Ch).
5. Unit shortage cost (Cs).
6. Unit processing cost (Cp).

The binomial parameters nm and P used to compute optimal Y are contained in the last two columns of Appendices B and C.

For items having very large nm values, a Normal approximation was used to compute Y . The formula is

$$Y = nmP + z\sqrt{nmPQ}, \quad (7)$$

where z is the tabled Normal deviate corresponding to a risk of R .

IV. IMPLEMENTATION OF THE PROPOSED MODEL

A. OVERVIEW

In the previous chapters we discussed the existing method for stocking for supply support for ship overhaul and considered an alternative stocking method based on the mathematical model developed by McMasters [Ref. 1]. The data needed for this proposed method is readily available from the following sources:

1. PERT chart of the ship's overhaul,
2. Bill of material (BOM),
3. Overhaul Historical Demand File (OHDF),
4. Historical Demand File (HDF),
5. Stock Status, and
6. Control of orders placement.

This alternative method can be successfully implemented by changing the existing decision process in the following way:

1. Transfer responsibilities from the ship to the KEFN for the prediction of needed materials for an overhaul.
2. Increase the length of the planning horizon for an overhaul.

3. Modify the proposed decision process based on:
 - PERT Charts,
 - BOM,
 - OHDF,
 - HDF,
 - Mathematical model,
 - Stock status,
 - Control of orders placement.
4. Monitor and control the variances between prediction and actual needs.

The following section present the details of these four steps.

B. TRANSFERRING OF RESPONSIBILITIES FROM THE SHIP TO THE KEFN

Past data examination demonstrates beyond any doubt that ship's personnel cannot predict the needs in spare parts for an overhaul because they do not have an adequate database. On the other hand, these predictions can be easily made by KEFN using the estimating procedure described in Section E of Chapter III.

C. INCREASING THE PLANNING HORIZON FOR THE OVERHAUL

As the majority of the spare parts are supplied from foreign countries we have to allow for possible long lead times for delivery. The planning horizon should therefore be two years ahead instead of four months as is done now. This two-year period is proposed because some spare and repair

parts have lead times well in excess of 12 months. In addition, it is sometimes difficult to find spare parts from the original manufacturers because the majority of the ships are rather old. Therefore, in those cases when certain spare parts are no longer manufactured, special requests are made to the manufacturer to re-make these spare parts at additional cost. If this is not possible, then attempts are made to obtain those parts from other shipyards. Finally, if that fails we try to either change the system requiring the part or give up trying to fix it.

D. DECISION PROCESS

The decision process is diagrammed in Figure 4. Its goal is for the KEFN to place material orders early enough so that the needed material will be available on time. The KEFN should organize the procurement schedule based on:

1. The standard PERT diagram of the overhaul. The PERT diagram will provide information about the needed repairs in the early stages of the planning of the overhaul. It will provide information about the timing of these repairs, so that the KEFN will be able to place its orders well in advance.
2. The Bill of Materials for each operation described in the PERT diagram. The KEFN gets this information from the manufacturers of weapon systems.
3. Past usage of materials described by the historical files, OHDF and HDF.
4. The inventory levels determined from the proposed mathematical model.
5. The current stock status including control of order placement.

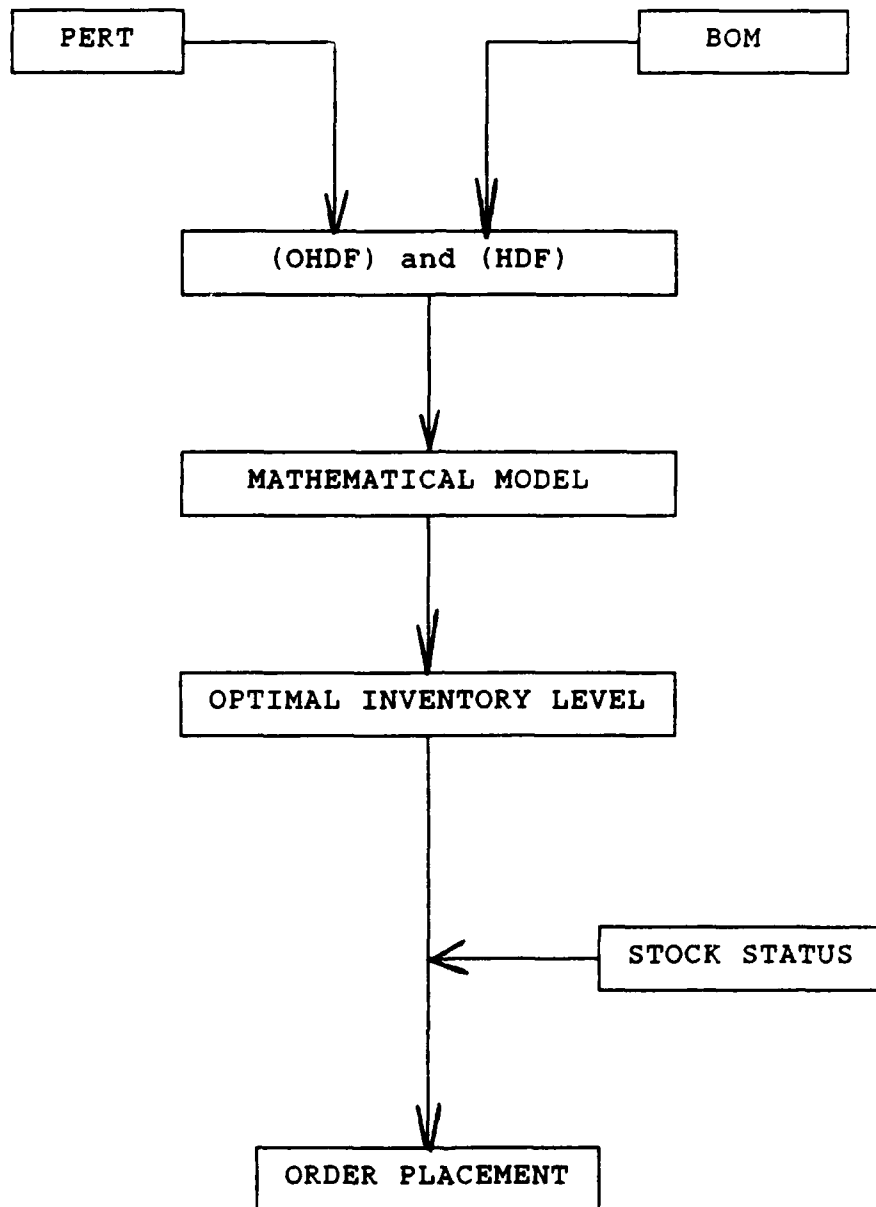


Figure 4. Decision Process Flow Diagram

E. FEEDBACK AND CONTROL

After each overhaul the KEFN should perform the following tasks:

1. Collection of all data connected with actual material usage so that the OHDF and HDF files are updated.
2. Exhaustive examination of any deviations between forecasted and actual needs. This process will help the KEFN establish reliable model parameters.

As experience with the model is gained, changes may be appropriate. These may be merely changes in parameter values or they may be the addition of cost elements to the model.

V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A. SUMMARY

The HN faces the problem of accurate forecasting of materials and spare parts needed for the overhaul of its ships. Under the present forecasting system only 6% of the items needed are successfully forecasted. Chapters I and II described the way the existing forecasting system functions.

A proposed forecasting and inventory stocking model, developed at the Naval Postgraduate School by Professor McMasters is then reviewed in Chapter III. This inventory model provides both a forecasting methodology based on the overhaul bill of materials and the means for determining the amount of inventory to stock which will balance the costs associated with the inventory shortages and surpluses.

Chapter IV describes the steps which should be followed by the HN to implement the model presented in Chapter III.

B. CONCLUSIONS

The recommended changes to the HN material support system for shipyard overhaul will help provide better supply support because:

1. Forecasts will be based on relevant data.
2. The stockage model will attempt to balance costs and benefits.

3. Part of the responsibility for materials forecasting will be transferred from the ship's personnel to the KEFN which has the computerized data base needed for forecasts.
4. Because PERT will be used for planning lead times, materials which are important for the on-time completion of the overhaul should become more available.

C. RECOMMENDATIONS

In order for the above proposed system to be implemented and operate smoothly, the following major recommendations are made.

1. An accurate data system must be developed to provide information from past overhauls, present inventory, and all other related data.
2. There needs to be a change in attitude and thinking by ship personnel to allow overhaul forecasting by the KEFN. The KEFN, as a command, must also accept this new role and responsibility and coordinate all aspects of overhaul forecasting.
3. A special team should be created to oversee the functioning of the overhaul forecasting system. They are to evaluate the utilization of the spare parts, identify specific problems producing failure of parts and propose solutions for each. Such a team would require constant interaction and flow of information between the KEFN and the shipyard. This interaction should be carefully structured and monitored to allow for a smooth information exchange with minimum error. The personnel involved in the team activities must work full-time in their positions. There should also be reserve servicemen and civilians with relevant knowledge and experience to serve as back-up. As can be seen, the role of this team would be multifunctional.

APPENDIX A
COMPARATIVE FIGURES OF "COPYING" FORECASTING SYSTEM

| CODE NUMBER OR HNSN | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
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| 0000-NT-P295273 | * | | | | |
| 0000-NT-P901037 | * | * | | | |
| 0000-NT-P901038 | * | * | | | |
| 0000-NT-P901039 | | * | | | |
| 0000-NT-P901043 | * | * | | | |
| 0000-NT-P901044 | * | * | | | |
| 0000-NT-P901045 | * | * | * | * | * |
| 0000-NT-P901046 | * | * | | | |
| 0000-NT-P901047 | * | * | | | |
| 0000-NT-P901048 | | * | | | |
| 0000-NT-P901049 | * | * | | | |
| 0000-NT-P901051 | * | * | * | * | * |
| 0000-NT-P901052 | * | * | | | |
| 0000-NT-P901053 | * | | | | |
| 0000-NT-P901054 | * | | * | | |
| 0000-NT-P901055 | | * | | | |
| 0000-NT-P901056 | * | | | | |
| 0000-NT-P901057 | * | | | | |
| 0000-NT-P901252 | | * | | | |
| 1075-NT-AA12922 | * | * | | | |
| 1095-00-3342409 | * | | * | | |
| 1285-01-0268364 | * | * | | | |
| 1285-01-0268369 | * | * | | | |
| 1430-00-0885464 | * | | * | | |
| 1630-01-0497547 | * | * | | | |
| 1630-01-0497661 | * | * | * | * | * |
| 1650-99-7182131 | * | * | | | |
| 2010-17-9020508 | * | * | | | |
| 2010-17-9020509 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
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| 2010-99-5466859 | | * | * | | |
| 2010-99-5466866 | * | | | | |
| 2010-99-5466869 | * | * | | | |
| 2010-99-5466871 | | * | | | |
| 2010-99-5466872 | * | | * | | |
| 2010-99-5466873 | * | | | | |
| 2010-99-5466876 | | * | | | |
| 2010-99-5466878 | * | * | | | |
| 2010-99-7200212 | * | * | | * | |
| 2040-00-8154791 | * | | | | |
| 2540-17-9050788 | | * | | | |
| 2540-17-9050789 | * | | | | |
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| 2815-17-9021610 | * | * | | | |
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| 2910-14-3485687 | * | | | | |
| 2910-14-3485702 | * | * | | | |
| 2910-17-0443982 | | * | | | |
| 2910-17-0444029 | * | * | | * | |
| 2910-99-5241798 | * | | | | |
| 2910-99-5242369 | * | * | | | |
| 2910-99-5290031 | * | | | | |
| 2910-99-5344309 | | * | | | |
| 2940-99-5244033 | * | * | | | |
| 2940-99-5244105 | * | * | | | |
| 2940-99-5411090 | * | * | | | |
| 2940-99-5442847 | * | * | | | |
| 2940-99-7191862 | * | | | | |
| 2990-00-4432086 | * | * | | | |
| 3010-17-0492906 | * | * | * | * | * |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
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| 3030-00-0124801 | * | * | | * | |
| 3030-12-1371685 | | * | | | |
| 3030-12-1672785 | * | * | | | |
| 3030-17-0068148 | | | | | |
| 3030-17-0250864 | * | * | | | |
| 3030-17-0333505 | * | * | | | |
| 3030-17-0490890 | * | | | | |
| 3030-17-7035512 | * | * | * | | |
| 3030-17-7035586 | * | * | | | |
| 3030-17-7035603 | | | | | |
| 3030-17-7035617 | * | * | * | * | * |
| 3030-17-7035648 | * | * | * | * | * |
| 3030-99-5474657 | * | | | | |
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| 3110-00-1014580 | * | | | | |
| 3110-00-1014609 | * | * | | * | |
| 3110-00-1091123 | * | | | | |
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| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
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| 3110-00-1556230 | * | * | | | |
| 3110-00-1556238 | * | * | * | * | * |
| 3110-00-1556324 | * | * | | | |
| 3110-00-1556727 | * | * | * | * | * |
| 3110-00-1557351 | * | | * | | |
| 3110-00-1559628 | | * | | | |
| 3110-00-1561422 | * | * | | | |
| 3110-00-1563548 | * | * | | * | |
| 3110-00-1564086 | | * | | | |
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| 3110-00-2938644 | * | | | | |
| 3110-00-2939163 | | * | | | |
| 3110-00-2939302 | * | * | | | |
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| 3110-00-5543241 | * | * | | | |
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| 3110-00-7319145 | * | | | | |
| 3110-00-9250400 | * | * | | | |
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| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
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| 3110-99-9500751 | * | | | | |
| 3120-00-1204892 | | * | | | |
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| 3439-00-2528352 | * | | | | |
| 3439-00-2554566 | * | * | * | | |
| 3439-00-2622653 | * | * | | | |
| 3439-00-2733722 | * | | | | |
| 3439-00-4331919 | * | * | | * | |
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| 4010-00-5422405 | * | | | | |
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| 4030-00-2699771 | * | * | | | |
| 4030-00-2824885 | * | * | | | |
| 4130-00-0363912 | * | * | | | |
| 4130-00-1204890 | * | * | * | * | * |
| 4130-00-1330970 | * | * | | | |
| 4130-00-1420605 | * | * | * | * | * |
| 4130-00-3743042 | * | | | | |
| 4130-00-3918992 | * | * | | | |
| 4130-00-4432087 | * | * | | | |
| 4130-00-4548118 | * | | | | |
| 4130-00-4602624 | | * | | | |
| 4130-00-4602625 | | * | | | |
| 4130-00-4692318 | | * | | | |
| 4130-00-4955995 | | * | | | |
| 4130-00-7356978 | * | | | | |
| 4130-00-7591938 | * | | | | |
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| 4130-00-7677201 | * | * | | * | |
| 4130-00-7687222 | * | | | | |
| 4130-00-8765394 | | | | | |
| 4130-00-8767249 | * | | | | |
| 4130-00-8767257 | * | | * | | |
| 4130-00-8767259 | * | * | | | |
| 4130-00-9692090 | * | * | | | |
| 4130-12-1408532 | * | * | | | |
| 4130-12-1594156 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
|-----------------|----------------------------|-----------------------------|-----------------|------------------|----------------|
| 4130-17-0353968 | * | * | * | * | * |
| 4130-17-6014256 | * | * | | | |
| 4130-17-7080956 | * | * | | | |
| 4140-00-8167049 | * | * | | | |
| 4140-14-0403870 | * | * | | | |
| 4140-14-0518951 | * | | | | |
| 4140-14-3460577 | * | * | | | |
| 4140-17-0442908 | * | * | | * | |
| 4140-17-0476290 | * | | | | |
| 4140-17-9037213 | * | * | | | |
| 4140-99-9432429 | * | * | * | * | * |
| 4210-17-0436698 | * | | | | |
| 4240-00-2405141 | * | * | | | |
| 4310-00-6608766 | * | * | | | |
| 4310-01-0251851 | * | * | * | | |
| 4310-01-0251855 | | | | | |
| 4310-01-0251856 | | | | | |
| 4310-01-0251861 | | | | | |
| 4310-01-0251883 | * | * | | | |
| 4310-17-0347624 | * | * | * | * | * |
| 4310-17-0417912 | * | * | | * | |
| 4310-99-5283831 | * | | | | |
| 4310-99-5283854 | * | * | | | |
| 4310-99-5283855 | | | | | |
| 4310-99-5283868 | | | | | |
| 4310-99-5283869 | * | * | * | * | * |
| 4310-99-5283879 | * | * | | | |
| 4310-99-5283880 | | | | | |
| 4310-99-5283893 | | | | | |
| 4310-99-5283900 | | | | | |
| 4310-99-5283905 | * | * | | | |
| 4310-99-5283901 | * | | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 4310-99-5283907 | | * | | * | |
| 4310-99-5283908 | * | | | | |
| 4310-99-5283910 | * | * | | | |
| 4310-99-5283913 | * | * | | | |
| 4310-99-5309398 | * | * | | | |
| 4310-99-5321250 | * | * | | | |
| 4310-99-6241699 | * | * | | | |
| 4310-99-7164955 | * | * | | | |
| 4310-99-7164956 | * | * | | | |
| 4320-00-8765392 | * | * | | | |
| 4320-12-1753047 | * | * | | | |
| 4320-12-1771743 | * | * | | | |
| 4320-14-3751552 | * | | | | |
| 4320-14-3751553 | * | * | | | |
| 4320-14-3751554 | | * | | * | |
| 4320-17-0234962 | * | * | | | |
| 4320-17-0400777 | | * | | | |
| 4320-17-0423839 | * | * | | | |
| 4320-17-0423849 | * | | | | |
| 4320-17-0423854 | * | * | * | * | * |
| 4320-17-0423873 | * | | | | |
| 4320-17-0423875 | * | * | | | |
| 4320-17-0424016 | | * | | | |
| 4320-17-0424131 | * | * | | | |
| 4320-17-0424161 | * | * | | | |
| 4320-17-0424165 | * | | * | | |
| 4320-17-0427107 | * | | | | |
| 4320-17-0432659 | | * | | | |
| 4320-17-0442570 | * | * | | | |
| 4320-17-0442576 | * | * | | | |
| 4320-17-0442583 | * | | | | |
| 4320-17-0451503 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 4320-17-0465865 | * | * | | | |
| 4320-17-0465867 | * | * | * | * | * |
| 4320-17-0465868 | * | * | | | |
| 4320-17-0467021 | * | * | | | |
| 4320-17-0489538 | | * | | | |
| 4320-17-0492904 | * | | | | |
| 4320-17-0492908 | * | * | | | |
| 4330-01-0482685 | * | * | | | |
| 4330-17-0423756 | * | | | | |
| 4330-17-0427314 | * | | | | |
| 4330-17-0448154 | * | * | | | |
| 4330-17-0457755 | * | * | * | * | * |
| 4330-17-0493526 | * | * | | | |
| 4330-17-0495701 | * | | | | |
| 4330-17-0506417 | | * | | | |
| 4410-17-0447102 | | * | | | |
| 4410-17-0447103 | | * | | | |
| 4410-17-0447104 | * | | | | |
| 4410-99-5248104 | * | * | * | * | * |
| 4410-99-5281639 | * | | | | |
| 4410-99-5424706 | * | * | | | |
| 4410-99-5543771 | * | | | | |
| 4410-99-5544568 | * | * | | | |
| 4440-01-0551917 | * | | * | | |
| 4440-17-0309585 | | * | | | |
| 4540-17-0520982 | * | * | | | |
| 4610-00-1391494 | * | * | * | * | * |
| 4610-01-0324669 | * | | * | | |
| 4710-NI-AA62542 | * | * | | | |
| 4710-00-2774040 | * | | * | | |
| 4710-00-2774532 | | * | | | |
| 4710-00-2774533 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 4710-00-2776131 | * | | | | |
| 4710-00-2785353 | * | * | | | |
| 4710-00-2787859 | * | | | | |
| 4710-00-2897994 | * | * | | | |
| 4710-00-2898004 | | * | | | |
| 4710-00-2898005 | * | | | | |
| 4710-00-5422468 | | * | | | |
| 4710-00-6047942 | * | | * | | |
| 4710-00-8293036 | | * | | | |
| 4720-NT-AA47704 | * | | | | |
| 4720-17-0466794 | * | * | * | * | * |
| 4720-99-5241903 | * | | | | |
| 4730-00-1892638 | * | * | | | |
| 4730-00-1892737 | * | * | | * | |
| 4730-00-1961509 | * | * | | | |
| 4730-00-2493959 | * | * | | | |
| 4730-00-2656909 | * | | * | | |
| 4730-01-0251847 | | * | | | |
| 4730-17-0456664 | * | | | | |
| 4730-17-0456665 | | * | | * | |
| 4810-17-0467199 | * | | | | |
| 4810-17-0483054 | | * | | | |
| 4820-00-0361545 | * | * | | | |
| 4820-00-0361659 | * | * | | | |
| 4820-00-2169074 | * | * | | | |
| 4820-00-4709908 | * | * | | | |
| 4820-00-6156762 | * | | | | |
| 4820-00-6309271 | * | * | | | |
| 4820-00-6702485 | * | | | | |
| 4820-00-9131330 | * | * | | | |
| 4820-12-1821722 | * | | | | |
| 4820-17-0417949 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|--------|
| 4820-17-0420789 | | * | | | |
| 4820-17-0442163 | * | * | | | |
| 4820-17-0447270 | | * | | | |
| 4820-17-0448224 | * | * | | | |
| 4820-17-0450674 | * | * | | * | |
| 4820-17-0450684 | * | | | | |
| 4820-17-0450689 | * | * | | | |
| 4820-17-0457708 | * | * | | | |
| 4820-17-0470612 | * | * | | | |
| 4820-17-0485864 | * | * | | | |
| 4820-17-0485868 | * | * | | | |
| 4820-17-9041972 | * | * | | | |
| 4820-17-9041974 | * | | | | |
| 4820-17-9041975 | * | * | | | |
| 4820-17-9041976 | * | * | | * | |
| 4820-17-9042186 | * | * | * | * | * |
| 4820-17-9042187 | * | * | | | |
| 4820-17-9042190 | * | * | | | |
| 4820-17-9042191 | * | | | | |
| 4820-17-9042192 | | * | | | |
| 4820-17-9042193 | * | | | | |
| 4820-99-5248276 | * | * | | | |
| 4820-99-5281616 | * | * | | | |
| 4820-99-5281641 | * | | | | |
| 4820-99-5283859 | | * | | | |
| 4820-99-5283860 | * | | | | |
| 4820-99-5283872 | * | | | | |
| 4820-99-5305882 | | * | | | |
| 4820-99-5420004 | * | | | | |
| 4820-99-7167888 | | * | | | |
| 4820-99-7167890 | * | | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 4820-99-7167986 | | * | | | |
| 4820-99-7167987 | * | | * | | |
| 4820-99-7168054 | | * | | | |
| 4820-99-7168095 | * | * | | | |
| 4820-99-7168558 | * | * | | | |
| 4820-99-7168559 | * | * | | | |
| 4820-99-7190606 | * | * | | | |
| 4820-99-9232516 | * | * | * | * | * |
| 4930-00-2532478 | * | * | * | * | * |
| 4935-99-9155940 | * | | | | |
| 5110-00-2034731 | | * | | | |
| 5110-00-2034948 | * | * | * | * | * |
| 5110-00-2339712 | * | | | | |
| 5110-00-2346524 | * | * | | | |
| 5110-00-2346534 | * | * | | | |
| 5110-00-2346537 | * | * | | | |
| 5110-00-2346554 | * | | | | |
| 5110-00-2346569 | * | | | | |
| 5110-00-2397556 | | * | | | |
| 5110-00-2425384 | * | | | | |
| 5110-00-2492848 | | * | | * | |
| 5110-00-2492858 | * | * | | | |
| 5110-00-2774590 | * | * | | | |
| 5110-00-2774591 | * | * | | | |
| 5133-00-2279647 | * | * | | | |
| 5133-00-2279648 | * | * | | | |
| 5133-00-2279650 | * | * | | | |
| 5133-00-2279651 | * | * | | | |
| 5133-00-2279652 | * | * | | | |
| 5133-00-2279653 | * | * | * | * | * |
| 5133-00-2279654 | * | | | | |
| 5133-00-2439612 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
|-----------------|----------------------------|-----------------------------|-----------------|------------------|----------------|
| 5133-00-2669234 | * | | | | |
| 5210-00-2211919 | * | * | | | |
| 5210-00-2432933 | * | * | | | |
| 5210-00-5402973 | * | * | | | |
| 5305-NI-AA60538 | * | | | | |
| 5305-NI-AA60651 | * | * | | | |
| 5305-NI-AA60839 | * | * | | | |
| 5305-NI-AA60866 | * | * | | | |
| 5305-NI-AA60886 | * | * | | * | |
| 5305-NI-AA61605 | * | * | | | |
| 5305-NI-AA61694 | * | | | | |
| 5305-NI-AA61709 | * | * | | | |
| 5305-NI-AA62724 | * | * | | | |
| 5305-NI-AA62842 | * | * | | | |
| 5305-NI-AA63845 | * | | | * | |
| 5305-NI-AA64338 | * | | | | |
| 5305-NI-AA64339 | * | * | | | |
| 5305-NI-AA64428 | * | | | | |
| 5305-NI-AA64437 | * | * | | | |
| 5305-NI-AA64455 | * | * | | | |
| 5305-NI-AA64481 | * | | | | |
| 5305-NI-AA64482 | * | * | * | * | * |
| 5305-NI-AA64484 | * | * | * | * | * |
| 5305-00-0149301 | * | * | | | |
| 5305-00-0510827 | * | * | | | |
| 5305-00-1744056 | * | * | | | |
| 5305-00-1744057 | * | * | | | |
| 5305-00-2253839 | * | * | | | |
| 5305-00-2269205 | | * | | * | |
| 5305-00-2269207 | | | | | |
| 5305-00-2269209 | | * | | | |
| 5305-00-2269218 | * | | * | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
|-----------------|----------------------------|-----------------------------|-----------------|------------------|----------------|
| 5305-00-2693211 | | * | | | |
| 5305-00-5503934 | * | | * | | |
| 5305-00-7168128 | | | | | |
| 5305-00-7246760 | | | | | |
| 5305-00-8546690 | | | | | |
| 5305-00-9789381 | | | | | |
| 5305-00-9789395 | | | | | |
| 5306-00-2270916 | * | * | * | * | * |
| 5306-00-2270944 | * | * | | | |
| 5306-17-0505771 | * | * | | | |
| 5307-00-2487882 | | | | | |
| 5310-NI-AA60670 | | | | | |
| 5310-NI-AA60898 | | | | | |
| 5310-NI-AA60900 | | | | | |
| 5310-NI-AA60917 | | | | | |
| 5310-NI-AA61813 | | | | | |
| 5310-NI-AA61912 | | | | | |
| 5310-NI-AA62314 | | | | | |
| 5310-NI-AA62458 | * | * | * | * | * |
| 5310-NI-AA62653 | * | * | | | |
| 5310-NI-AA62654 | * | * | | | |
| 5310-NI-AA62656 | * | * | | | |
| 5310-NI-AA62718 | * | | | | |
| 5310-NI-AA64483 | * | * | | | |
| 5310-NI-AA64489 | * | | | | |
| 5310-NI-AA64490 | * | * | | * | |
| 5310-NI-AA64714 | * | * | | | |
| 5310-00-0502261 | * | | | | |
| 5310-00-2057840 | * | * | | | |
| 5310-00-2725697 | * | * | | | |
| 5310-00-2725701 | * | * | | | |
| 5310-00-2725702 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
|-----------------|----------------------------|-----------------------------|-----------------|------------------|----------------|
| 5310-00-6373631 | * | * | * | * | * |
| 5310-00-7320558 | * | * | | | |
| 5310-00-7616882 | * | * | | | |
| 5310-00-8767258 | * | * | | | |
| 5310-12-1694290 | * | | | | |
| 5310-12-1889677 | * | * | | | |
| 5310-99-5322572 | * | * | | | |
| 5315-00-1879384 | * | * | * | * | * |
| 5315-00-1879449 | * | * | | | |
| 5315-00-2004545 | * | * | * | * | * |
| 5315-00-2341630 | * | * | | | |
| 5315-00-2981499 | * | * | | | |
| 5320-00-2341300 | * | * | | | |
| 5330-NT-AA00407 | | * | | * | |
| 5330-NT-AA00409 | * | | | | |
| 5330-NT-AA00410 | * | * | | | |
| 5330-NT-AA00411 | * | * | | | |
| 5330-NT-AA74110 | * | * | | | |
| 5330-NT-AA74111 | * | * | | | |
| 5330-NT-AA74113 | * | * | | | |
| 5330-NT-F922006 | * | | | | |
| 5330-NT-F922008 | * | * | * | * | * |
| 5330-NT-F922009 | | | | | |
| 5330-NT-F922010 | | | | | |
| 5330-NT-F922136 | | | | | |
| 5330-00-0203196 | * | * | | | |
| 5330-00-0203197 | * | * | | | |
| 5330-00-0203200 | * | * | * | * | * |
| 5330-00-1548328 | * | * | * | * | * |
| 5330-00-1784709 | * | * | | | |
| 5330-00-1790050 | * | * | * | * | * |
| 5330-00-1790052 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5330-00-1790053 | * | | | | |
| 5330-00-1790054 | * | | | | |
| 5330-00-1909978 | * | | | | |
| 5330-00-2169080 | * | | | | |
| 5330-00-2222566 | * | | | | |
| 5330-00-2222569 | * | * | | | |
| 5330-00-2240868 | | | | | |
| 5330-00-2249276 | | | | | |
| 5330-00-2392865 | | | | | |
| 5330-00-2392868 | * | * | | | |
| 5330-00-2689880 | * | * | | | |
| 5330-00-2689882 | * | * | | | |
| 5330-00-2911528 | * | * | | | |
| 5330-00-5765229 | * | * | | | |
| 5330-00-5859500 | * | * | | | |
| 5330-00-5859501 | * | * | | | |
| 5330-00-5859502 | | | | | |
| 5330-00-6183222 | | | | | |
| 5330-00-6845098 | * | * | | * | |
| 5330-00-8063197 | * | * | | | |
| 5330-00-8555719 | * | * | | | |
| 5330-00-8767233 | * | * | | * | |
| 5330-00-9424727 | * | * | | | |
| 5330-00-9424728 | * | * | | | |
| 5330-12-1645907 | * | * | | | |
| 5330-14-3301811 | * | * | | | |
| 5330-14-3706378 | * | * | * | * | * |
| 5330-17-0023166 | * | * | | | |
| 5330-17-0226231 | * | * | | | |
| 5330-17-0234968 | * | * | | | |
| 5330-17-0292118 | * | * | | | |
| 5330-17-0417948 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5330-17-0423846 | * | | | | |
| 5330-17-0429939 | * | * | * | * | * |
| 5330-17-0439142 | | * | | | |
| 5330-17-0442049 | * | * | | | |
| 5330-17-0442580 | * | * | * | * | * |
| 5330-17-0443860 | * | * | | | |
| 5330-17-0443987 | | | | | |
| 5330-17-0447142 | * | | | | |
| 5330-17-0447144 | | | | | |
| 5330-17-0447947 | * | * | | | |
| 5330-17-0451507 | | | | | |
| 5330-17-0451509 | * | * | | | |
| 5330-17-0451849 | | | | | |
| 5330-17-0458116 | * | * | | | |
| 5330-17-0507475 | | | | | |
| 5330-17-6033651 | * | * | | | |
| 5330-17-6093760 | * | | | | |
| 5330-17-6173285 | | * | | | |
| 5330-17-6211563 | * | | | | |
| 5330-17-7047246 | * | * | | | |
| 5330-17-7047310 | * | | | | |
| 5330-17-7047434 | | * | | | |
| 5330-17-7047447 | * | * | | | |
| 5330-17-7047496 | * | * | | | |
| 5330-17-7047586 | * | * | | | |
| 5330-17-7048504 | * | * | | | |
| 5330-17-7080366 | * | * | | | |
| 5330-17-7080368 | * | * | | | |
| 5330-17-7082244 | * | * | | | |
| 5330-17-7096545 | | * | | | |
| 5330-17-9008179 | * | * | | | |
| 5330-17-9029107 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5330-99-4292519 | * | * | * | * | * |
| 5330-99-5222903 | * | * | * | * | * |
| 5330-99-5246751 | * | * | | | |
| 5330-99-5266116 | * | | | | |
| 5330-99-5281920 | * | * | | | |
| 5330-99-5283918 | * | | | | |
| 5330-99-5283920 | * | * | | | |
| 5330-99-5283921 | * | * | | | |
| 5330-99-5283929 | * | * | | | |
| 5330-99-5283932 | | * | | | |
| 5330-99-5334538 | * | * | | | |
| 5330-99-5344973 | * | | | | |
| 5330-99-5442849 | * | | | | |
| 5330-99-5466874 | * | | | | |
| 5330-99-5466875 | * | | | | |
| 5330-99-6183072 | * | * | | | |
| 5330-99-7103505 | * | * | | | |
| 5330-99-7163936 | * | | | | |
| 5330-99-7167842 | * | * | * | * | * |
| 5330-99-7167844 | * | * | * | * | * |
| 5330-99-7181039 | | | | | |
| 5330-99-8026322 | | | | | |
| 5330-99-8069180 | * | * | | | |
| 5330-99-8069181 | | | | | |
| 5330-99-8069183 | * | * | | | |
| 5330-99-8069184 | * | * | | | |
| 5330-99-8092982 | * | * | | | |
| 5330-99-8092984 | * | * | | | |
| 5330-99-8093763 | * | * | | | |
| 5330-99-8093764 | * | * | | | |
| 5330-99-8093770 | * | * | | | |
| 5330-99-8093989 | * | * | * | * | * |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5330-99-8094221 | | | | | |
| 5330-99-8094230 | | | | | |
| 5330-99-9428455 | * | * | | | |
| 5330-99-9536360 | * | * | * | * | * |
| 5340-17-0367504 | * | * | * | * | * |
| 5350-NI-AA00965 | * | * | | | |
| 5350-00-1931340 | * | * | * | * | * |
| 5350-00-1931356 | * | * | | | |
| 5355-00-8144342 | * | * | | | |
| 5360-00-0979042 | * | * | | | |
| 5360-00-1153797 | | | | | |
| 5360-00-2917115 | * | * | | | |
| 5360-00-3147183 | * | * | | | |
| 5360-00-6643619 | * | * | | | |
| 5360-00-8089401 | * | * | | | |
| 5360-00-9131225 | * | * | * | * | * |
| 5360-01-0308490 | * | * | | | |
| 5360-01-0502947 | * | * | | | |
| 5360-17-0448144 | * | | | | |
| 5360-99-5248278 | * | | | | |
| 5360-99-5265478 | * | | | | |
| 5360-99-5283858 | * | | | | |
| 5360-99-5304158 | * | | | | |
| 5360-99-5568870 | * | * | | * | |
| 5360-99-7167889 | * | * | | | |
| 5365-00-4602615 | * | * | | | |
| 5365-12-1564463 | * | * | | | |
| 5365-12-1564466 | * | * | | | |
| 5530-NI-AA37721 | * | * | | | |
| 5610-17-0345784 | * | * | | | |
| 5640-00-2818627 | * | * | * | * | * |
| 5640-00-2818628 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5920-NI-AA00470 | * | * | | | |
| 5920-NI-AA36632 | * | | | | |
| 5920-NI-AA36637 | * | | * | | |
| 5920-NI-AA64359 | * | | | | |
| 5920-00-2803537 | * | | | | |
| 5920-00-2805038 | * | | | | |
| 5920-00-2850901 | * | * | | | |
| 5920-00-8506091 | * | * | * | * | * |
| 5920-01-0126202 | * | * | | | |
| 5920-01-0640939 | * | * | | | |
| 5920-17-7092199 | * | * | | | |
| 5920-99-0590110 | * | * | * | * | * |
| 5920-99-0590112 | * | * | * | * | * |
| 5930-17-0368734 | * | * | | | |
| 5930-17-0375622 | * | * | | | |
| 5930-17-0476846 | * | * | | | |
| 5930-99-0510504 | * | * | | | |
| 5935-00-4109252 | * | * | | | |
| 5935-00-4663394 | * | * | | | |
| 5935-00-4905219 | * | | | | |
| 5935-00-9765425 | * | * | | | |
| 5935-13-1107280 | * | | | | |
| 5935-17-0426121 | * | | | | |
| 5935-17-0503474 | * | | | | |
| 5935-17-9003461 | * | | | | |
| 5940-17-0431098 | * | | | | |
| 5945-01-0424191 | * | * | * | | |
| 5945-01-0572646 | * | * | | | |
| 5945-17-0499919 | * | * | | | |
| 5945-17-0499920 | | | | | |
| 5945-99-0123878 | * | * | | * | |
| 5950-01-0124831 | | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5640-99-7165674 | | | | | |
| 5805-99-5370864 | | | | | |
| 5815-14-3538033 | | | | | |
| 5820-00-8777148 | * | * | | | |
| 5820-99-5197009 | | | | | |
| 5820-99-5197010 | * | * | | | |
| 5820-99-5197013 | * | * | | | |
| 5820-99-5197016 | * | * | | * | |
| 5820-99-5274456 | | | | | |
| 5820-99-5279526 | * | * | | | |
| 5820-99-5279527 | * | * | | * | |
| 5820-99-5279528 | * | * | | | |
| 5820-99-5279531 | | | | | |
| 5820-99-5279534 | * | * | | | |
| 5820-99-5279538 | | * | | | |
| 5820-99-5279541 | * | * | | | |
| 5820-99-5331762 | * | * | | | |
| 5820-99-5370827 | * | * | | | |
| 5820-99-5370830 | | | | | |
| 5820-99-5370839 | * | * | | | |
| 5820-99-5370842 | * | | * | | |
| 5830-12-1713817 | * | * | | | |
| 5840-01-1305128 | | | | | |
| 5840-17-0473974 | * | * | | | |
| 5840-17-0499453 | | * | | | |
| 5845-21-8710056 | | | | | |
| 5905-00-1086922 | | * | | | |
| 5905-00-2793525 | * | * | | | |
| 5910-00-4543980 | * | | | | |
| 5915-00-7616884 | * | * | * | * | * |
| 5915-99-5279524 | * | | | | |
| 5915-99-5279536 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5950-17-9051410 | * | * | * | | |
| 5950-21-8518099 | * | * | | | |
| 5960-00-5446225 | * | * | | | |
| 5960-00-6360370 | | * | | | |
| 5960-00-8366504 | * | * | | * | |
| 5960-00-8699995 | * | * | | | |
| 5960-00-9354981 | * | | * | | |
| 5960-00-9382663 | | | | | |
| 5960-01-0480975 | * | * | | | |
| 5960-01-1134309 | * | * | | | |
| 5960-17-0354931 | * | * | | | |
| 5960-17-0441810 | | * | | | |
| 5960-17-0476536 | * | * | * | | |
| 5960-17-0477970 | * | * | | | |
| 5961-00-0592904 | * | * | | | |
| 5961-00-0805234 | | | | | |
| 5961-00-0808752 | * | * | | | |
| 5961-00-1104909 | | | | | |
| 5961-00-1166553 | * | * | | | |
| 5961-00-3918721 | * | * | | | |
| 5961-00-6155186 | * | * | * | | |
| 5961-00-6868579 | | * | | | |
| 5961-00-7554349 | * | * | | | |
| 5961-00-7860324 | * | * | | | |
| 5961-00-8508449 | * | * | | | |
| 5961-00-9253777 | * | * | | | |
| 5961-00-9318228 | * | * | * | | |
| 5961-00-9350138 | * | * | | | |
| 5961-00-9411914 | * | * | | * | |
| 5961-00-9491440 | * | * | | | |
| 5961-00-9576865 | * | | | | |
| 5961-01-0672192 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|------------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 5965-12-15801716 | | | | | |
| 5965-12-1614398 | | * | | | |
| 5965-17-0434125 | * | * | * | | |
| 5970-00-6306647 | * | * | | | |
| 5970-00-8122969 | * | * | | | |
| 5970-00-8272519 | * | * | | | |
| 5970-00-9541622 | | * | | | |
| 7975-NT-AA64141 | * | | | | |
| 5977-01-0718626 | * | | | | |
| 5977-01-1232817 | * | | | | |
| 5977-14-3254754 | * | | | | |
| 5977-14-3254755 | * | | | | |
| 5999-01-0937214 | * | | | | |
| 5999-17-0410465 | * | | | | |
| 5999-17-0410467 | * | * | | | |
| 5999-17-0420261 | * | * | | | |
| 5999-17-0425638 | * | * | | | |
| 5999-17-0449191 | * | * | | | |
| 5999-17-0455895 | | * | | | |
| 5999-17-0486199 | * | * | | | |
| 5999-17-0486200 | * | * | | | |
| 5999-17-0495525 | * | | | | |
| 5999-17-0498707 | * | * | | * | |
| 5999-17-0504978 | * | * | | | |
| 6105-01-0686534 | * | * | | | |
| 6110-00-0647227 | * | * | | | |
| 6130-00-3943419 | | * | | | |
| 6130-00-3943421 | * | * | | | |
| 6130-01-0937163 | * | * | * | | |
| 6135-00-1201010 | * | * | | | |
| 6135-00-1201020 | * | * | | * | |
| 6135-00-1201030 | * | | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMOS | USED BY ELLI | USED BY LIMOS | COMMON USED |
|-----------------|----------------------------|-----------------------------|-----------------|------------------|----------------|
| 6140-12-1894960 | * | * | | | |
| 6145-NI-AA00277 | * | * | | | |
| 6145-NI-AA00675 | * | * | | | |
| 6145-00-5426092 | * | * | | | |
| 6145-00-9378197 | * | * | * | | |
| 6145-00-9378573 | * | * | | | |
| 6145-17-0368118 | * | * | | * | |
| 6210-00-0642998 | * | | | | |
| 6210-17-0047380 | * | * | | | |
| 6240-00-1557808 | * | * | | | |
| 6240-00-1557836 | * | * | * | | |
| 6240-00-9378573 | | | | | |
| 6240-00-1558706 | | | | | |
| 6240-00-7637744 | | | | | |
| 6240-00-9412696 | | | | | |
| 6240-12-1402915 | | | | | |
| 6240-12-1666279 | * | * | | | |
| 6240-17-0483220 | * | * | | * | |
| 6240-17-0513340 | * | | * | | |
| 6250-00-2995962 | * | | | | |
| 6300-NI-P188187 | * | | | | |
| 6625-00-1857817 | * | | | | |
| 6655-00-1622481 | * | | | | |
| 6660-17-0250424 | * | | | | |
| 6680-12-1707972 | * | | | | |
| 6680-17-0270309 | * | | | | |
| 6680-17-0349071 | * | * | | * | |
| 6680-17-0439148 | * | | * | | |
| 6680-17-9008388 | * | * | | | |
| 6685-01-0365994 | * | * | | | |
| 6685-01-1659212 | * | * | | | |
| 6685-17-0417956 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 6685-17-0460940 | * | * | | | |
| 6685-17-0475346 | | | | | |
| 6685-17-0476578 | * | * | * | | |
| 6685-17-0504987 | * | * | | | |
| 6685-17-9023498 | * | * | * | | |
| 6685-99-5251932 | | | | | |
| 6760-17-0490741 | * | * | | | |
| 6810-00-1844794 | * | * | | | |
| 6810-00-1844799 | * | * | | | |
| 6810-00-2811864 | * | * | | | |
| 6810-00-6640388 | | | | | |
| 6830-00-2649071 | * | * | | | |
| 6830-00-2904374 | * | * | * | | |
| 6850-NI-AA58250 | * | * | | | |
| 6850-NI-AA58251 | * | * | | | |
| 6870-NI-P169649 | * | * | | * | |
| 6872-NI-P187839 | | | | | |
| 7220-NI-AA53016 | * | * | | | |
| 7510-00-2666710 | * | * | | | |
| 7510-00-2666712 | * | * | * | | |
| 7522-YP-0010002 | | | | | |
| 7530-NI-AA56276 | * | * | * | | |
| 7530-NI-AA56277 | * | * | | | |
| 7530-NI-AA58306 | * | * | | | |
| 7530-NI-AA60265 | * | * | | | |
| 7530-NI-AA73719 | | * | | | |
| 7530-00-2237966 | * | | | | |
| 7530-00-2739704 | | * | | * | |
| 7610-NI-AA33981 | * | | | | |
| 7610-NI-AA34012 | | * | | | |
| 7610-NI-AA34019 | | | | | |
| 7610-NI-AA34022 | | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 7610-NT-AA34170 | * | | * | | |
| 7610-NT-AA34532 | * | * | | | |
| 7610-NT-AA34723 | * | * | | | |
| 7610-NT-AA45869 | | * | | | |
| 8010-NT-AA60817 | * | * | | | |
| 8010-00-2982296 | * | * | | | |
| 8010-17-0321603 | * | | * | | |
| 8010-17-0420649 | * | | * | | |
| 8010-17-0420653 | * | * | | | |
| 8010-17-0425138 | * | * | * | | |
| 8030-00-2441293 | * | * | | | * |
| 8030-00-2460931 | | * | | | |
| 8030-00-2460933 | * | * | | | |
| 8030-00-2472525 | * | * | | | |
| 8030-00-7534597 | * | | | | |
| 8030-17-0368728 | * | * | | | * |
| 8030-17-9019293 | | * | | | |
| 8030-17-AA84119 | * | | * | | |
| 8040-00-2259548 | * | * | | | |
| 8040-00-8339563 | * | * | | | |
| 8120-NT-AA71944 | | * | | | |
| 8305-NT-AA00034 | * | * | | | |
| 8315-NT-AA58592 | * | * | | | |
| 8330-00-2558282 | * | | * | | |
| 8888-NT-F920865 | * | * | | | * |
| 9320-NT-AA55797 | * | * | | | |
| 9350-00-1536804 | * | * | | | |
| 9350-17-0443888 | * | * | | | |
| 9350-17-0448480 | * | * | | | |
| 9350-17-0449481 | * | | | | |
| 9350-17-0448482 | | * | | | |
| 9397-00-0200323 | * | * | | | |

| CODE NUMBER | REQUESTED FROM F/G ELLI | REQUESTED FROM F/G LIMNOS | USED BY ELLI | USED BY LIMNOS | COMMON USED |
|-----------------|----------------------------|------------------------------|-----------------|-------------------|----------------|
| 9505-00-1890720 | * | * | | | |
| 9505-00-5962315 | * | | | | |
| 9510-00-1890563 | * | | | | |
| 9510-00-1890583 | | * | | * | |
| 9510-00-1999322 | * | * | | | |
| 9510-00-5962017 | * | * | | | |
| 9510-00-5962020 | * | | | | |
| 9515-00-1533215 | * | * | * | | |
| 9515-00-2044524 | | * | | | |
| 9515-00-2306693 | * | * | | * | |
| 9520-00-2774912 | * | * | | | |
| 9520-00-2775986 | * | | | | |
| 9530-00-2286854 | * | * | | | |
| 9530-00-2325626 | | * | | | |
| Totals | 684 | 585 | 104 | 107 | 56 |

APPENDIX B

COMPUTATION OF P FOR SELECTED ITEMS WHICH BELONG TO THE MAIN ENGINE

| HNSN | 82a | 82b | 83a | 83b | 84a | 84b | 85a | 85b | 86a | 86b | USED | nm* | P |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|-------|
| 8880 51 | 1 | | | 1 | 4 | 1 | | | | 1 | 8 | 720 | 0.011 |
| 8880 49 | | | | | 1 | | | | | | 1 | 40 | 0.025 |
| 8880 61 | | | | | | 1 | | | | | 1 | 40 | 0.025 |
| 8880 39 | | | | | | 2 | | | | | 2 | 80 | 0.025 |
| 8880 59 | | | | | 1 | | | | | | 1 | 40 | 0.025 |
| 8880 77 | | | | | | | | 1 | | | 1 | 40 | 0.025 |
| 8880 56 | | | | | | 1 | | | | | 1 | 40 | 0.025 |
| 8880 41 | | | | | 5 | | | 4 | | | 9 | 240 | 0.038 |
| 8880 54 | | | | | | | 2 | | 1 | | 3 | 80 | 0.038 |
| 8880 7 | | | 2 | 2 | | | | | | | 4 | 80 | 0.050 |
| 8880 79 | | | | | | 1 | | 1 | | | 2 | 40 | 0.050 |
| 8880 84 | | | | | | | 2 | 1 | 1 | | 4 | 80 | 0.050 |
| 8880 10 | 3 | 4 | | | 3 | | | | | | 10 | 160 | 0.063 |
| 8880 50 | 4 | | 5 | 3 | 4 | 9 | 2 | 2 | 1 | | 30 | 400 | 0.075 |
| 8880 67 | 1 | | 1 | 1 | | | | | | | 3 | 40 | 0.075 |
| 8880 86 | 2 | 2 | 1 | 1 | | | | | | | 6 | 80 | 0.075 |
| 8880 20 | | | 2 | 2 | | | 2 | 1 | | | 7 | 80 | 0.088 |
| 8880 29 | | | | | 8 | 8 | 7 | 6 | | | 29 | 320 | 0.091 |
| 8880 35 | 1 | | 2 | 2 | 1 | | | 2 | | | 8 | 80 | 0.100 |
| 8880 73 | | | | | | 1 | 1 | | 1 | 1 | 4 | 40 | 0.100 |
| 8880 55 | | | 1 | 1 | 1 | 1 | | | | | 4 | 40 | 0.100 |
| 8880 78 | | 1 | | | 1 | | | | 1 | 1 | 4 | 40 | 0.100 |
| 8880 32 | | | 4 | 3 | 3 | 3 | 2 | 3 | | | 18 | 160 | 0.113 |
| 8880 87 | | | | | 2 | 2 | 2 | 2 | | 1 | 9 | 80 | 0.113 |
| 8880 27 | | | 2 | 2 | 2 | 2 | 2 | | | | 10 | 80 | 0.125 |
| 8880 34 | 6 | 6 | 4 | 5 | 5 | 3 | | 2 | | | 31 | 240 | 0.129 |
| 8880 44 | 4 | 3 | 2 | 1 | 5 | 1 | 4 | 3 | 3 | 2 | 27 | 200 | 0.135 |
| 8880 4 | 1 | 1 | | | 1 | 2 | 3 | 2 | | 1 | 11 | 80 | 0.138 |
| 8880 91 | | | 1 | 1 | 1 | 1 | | 1 | 1 | | 6 | 40 | 0.150 |
| 8880 68 | | | | 1 | 1 | 1 | 1 | | 1 | 1 | 6 | 40 | 0.150 |
| 8880 3 | | | 3 | 3 | 3 | 3 | 3 | 3 | | | 18 | 120 | 0.150 |
| 8880 31 | | | 4 | 5 | 10 | 10 | 8 | 7 | 10 | 8 | 62 | 400 | 0.155 |
| 8880 9 | 34 | 18 | 29 | 41 | 21 | 39 | 42 | 19 | 34 | 44 | 321 | 2000 | 0.161 |
| 8880 12 | 20 | 20 | 18 | | 18 | 18 | 16 | 18 | 20 | 20 | 168 | 800 | 0.210 |
| 8880 1 | 48 | 40 | 48 | 48 | 32 | 48 | 32 | 32 | 48 | 48 | 424 | 1920 | 0.221 |
| 8880 5 | 17 | 21 | 20 | 18 | 22 | 22 | 16 | 19 | 21 | 22 | 198 | 880 | 0.225 |

* nm represents the total number of parts in the overhauled ships which are subject to replacement and is equivalent to nm in equation (2).

APPENDIX C

COMPUTATION OF P FOR SELECTED ITEMS WHICH BELONG TO THE ELECTRIC MOTOR

| HNSN | 82a | 82b | 83a | 83b | 84a | 84b | 85a | 85b | 86a | 86b | USED | nm* | P |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|-------|
| 8890 62 | 1 | 1 | | | | | | | | | 2 | 120 | 0.017 |
| 8890 18 | | | | | | | 1 | | | | 1 | 30 | 0.033 |
| 8890 29 | | | | | | 1 | | | | | 1 | 30 | 0.033 |
| 8890 50 | | | | | 1 | | | | | | 1 | 30 | 0.033 |
| 8890 77 | | | 6 | 5 | | 4 | 5 | 4 | 4 | 3 | 31 | 600 | 0.052 |
| 8890 58 | 2 | 2 | | | | | | | | | 4 | 60 | 0.067 |
| 8890 46 | | | 1 | 1 | | | | | | | 2 | 30 | 0.067 |
| 8890 30 | 1 | 1 | | | | | | | | | 2 | 30 | 0.067 |
| 8890 65 | 1 | 1 | | | | | | | | | 2 | 30 | 0.067 |
| 8890 4 | 3 | 2 | 5 | 2 | 2 | 4 | | | | | 18 | 240 | 0.075 |
| 8890 9 | | | 2 | 2 | | | | | 1 | | 5 | 60 | 0.083 |
| 8890 11 | 2 | 3 | 2 | 1 | | | | | | | 8 | 90 | 0.089 |
| 8890 55 | 4 | 3 | | | | | 4 | 1 | | | 12 | 120 | 0.100 |
| 8890 10 | | | 1 | 1 | 2 | 2 | | | | | 6 | 60 | 0.100 |
| 8890 8 | 10 | 8 | 10 | 10 | | | | | | | 38 | 300 | 0.127 |
| 8890 42 | 1 | 1 | | | 1 | 1 | | | | | 4 | 30 | 0.133 |
| 8890 22 | | | | | | | 1 | 1 | 1 | 1 | 4 | 30 | 0.133 |
| 8890 51 | | | | | 1 | 1 | | | 1 | 1 | 4 | 30 | 0.133 |
| 8890 67 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 9 | 60 | 0.150 |
| 8890 3 | 19 | 16 | 4 | 9 | 8 | 11 | | | 12 | 14 | 93 | 600 | 0.155 |
| 8890 70 | 6 | 5 | 4 | 6 | 5 | 4 | 3 | 2 | 2 | 2 | 39 | 240 | 0.163 |
| 8890 13 | 6 | 5 | 4 | 5 | 3 | 6 | | | 6 | 4 | 39 | 240 | 0.163 |
| 8890 20 | 1 | 1 | 1 | | 1 | 1 | | | | | 5 | 30 | 0.167 |
| 8890 1 | 1 | | | 1 | | | 1 | 1 | | 1 | 5 | 30 | 0.167 |
| 8890 72 | 4 | 3 | 3 | 4 | 4 | 2 | 2 | 4 | 1 | 4 | 31 | 180 | 0.172 |
| 8890 48 | | | 6 | 5 | | 4 | 5 | 4 | 4 | 3 | 31 | 180 | 0.172 |
| 8890 6 | 24 | 33 | 38 | 29 | 35 | 37 | 28 | 23 | 21 | 19 | 287 | 1170 | 0.245 |
| 8890 78 | 4 | 4 | 4 | 4 | 3 | 4 | | | 3 | 4 | 30 | 120 | 0.250 |
| 8890 14 | 1 | 1 | 1 | 1 | | 1 | 1 | | 1 | 1 | 8 | 30 | 0.267 |
| 8890 15 | | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 8 | 30 | 0.267 |
| 8890 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 1 | | 1 | 8 | 30 | 0.267 |
| 8890 60 | 1 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 17 | 60 | 0.683 |
| 8890 53 | 25 | 25 | 20 | 7 | 21 | 22 | 25 | 25 | 25 | 25 | 220 | 750 | 0.293 |
| 8890 61 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 1 | 9 | 30 | 0.300 |
| 8890 34 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 1 | 9 | 30 | 0.300 |
| 8890 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 28 | 90 | 0.311 |
| 8890 27 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 20 | 60 | 0.333 |
| 8890 24 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10 | 30 | 0.333 |
| 8890 66 | 2 | 2 | 1 | 1 | 2 | | 2 | 2 | 2 | 2 | 16 | 30 | 0.533 |
| 8890 74 | 19 | 18 | 20 | 20 | 10 | 9 | 16 | 15 | 19 | 6 | 152 | 180 | 0.844 |
| 8890 68 | 7 | 6 | 8 | 6 | 6 | 5 | 7 | 8 | 5 | 5 | 63 | 90 | 0.700 |

* nm represents the total number of parts in the overhauled ships which are subject to replacement and is equivalent to nm in equation (2).

APPENDIX D

OPTIMAL R AND Y FOR SELECTED ITEMS WHICH BELONG TO THE MAIN ENGINE

| HNSN | C | K | Ch | Cs | Cp | R | Y |
|---------|------|-----|--------|------|--------|-------|-----|
| 8880 51 | \$18 | 9.0 | \$0.90 | \$27 | \$0.54 | 0.865 | 4 |
| 8880 49 | 59 | 4.0 | 2.95 | 89 | 1.77 | 0.742 | 0 |
| 8880 61 | 212 | 4.0 | 10.60 | 318 | 6.36 | 0.742 | 0 |
| 8880 39 | 2488 | 4.0 | 124.40 | 3732 | 74.64 | 0.742 | 0 |
| 8880 59 | 201 | 4.0 | 10.05 | 302 | 6.03 | 0.742 | 0 |
| 8880 77 | 68 | 4.0 | 3.40 | 102 | 2.04 | 0.742 | 0 |
| 8880 56 | 1821 | 4.0 | 91.05 | 2732 | 54.63 | 0.742 | 0 |
| 8880 41 | 642 | 2.7 | 32.10 | 963 | 19.26 | 0.662 | 7 |
| 8880 54 | 346 | 2.7 | 17.30 | 519 | 10.38 | 0.662 | 1 |
| 8880 7 | 573 | 2.0 | 28.65 | 860 | 17.19 | 0.594 | 2 |
| 8880 79 | 243 | 2.0 | 12.15 | 365 | 7.29 | 0.594 | 1 |
| 8880 84 | 843 | 2.0 | 42.15 | 1265 | 25.29 | 0.594 | 2 |
| 8880 10 | 291 | 1.6 | 14.55 | 437 | 8.73 | 0.541 | 9 |
| 8880 50 | 74 | 1.3 | 3.70 | 111 | 2.22 | 0.493 | 29 |
| 8880 67 | 184 | 1.3 | 9.20 | 276 | 5.52 | 0.492 | 2 |
| 8880 86 | 11 | 1.3 | 0.55 | 17 | 0.33 | 0.485 | 5 |
| 8880 20 | 56 | 1.1 | 2.80 | 84 | 1.68 | 0.454 | 6 |
| 8880 29 | 109 | 1.1 | 5.45 | 164 | 3.27 | 0.454 | 29 |
| 8880 35 | 1 | 1.0 | 0.05 | 2 | 0.03 | 0.359 | 8 |
| 8880 73 | 36 | 1.0 | 1.80 | 54 | 1.08 | 0.431 | 3 |
| 8880 55 | 155 | 1.0 | 7.75 | 233 | 4.65 | 0.431 | 3 |
| 8880 78 | 79 | 1.0 | 3.95 | 119 | 2.37 | 0.431 | 3 |
| 8880 32 | 234 | 0.9 | 11.70 | 351 | 7.02 | 0.407 | 18 |
| 8880 87 | 87 | 0.9 | 4.35 | 131 | 2.61 | 0.407 | 9 |
| 8880 27 | 48 | 0.8 | 2.40 | 72 | 1.44 | 0.383 | 10 |
| 8880 34 | 16 | 0.8 | 0.80 | 24 | 0.48 | 0.383 | 31 |
| 8880 44 | 71 | 0.7 | 3.55 | 107 | 2.13 | 0.353 | 28 |
| 8880 4 | 81 | 0.7 | 4.05 | 122 | 2.43 | 0.353 | 11 |
| 8880 91 | 96 | 0.7 | 4.80 | 144 | 2.88 | 0.353 | 6 |
| 8880 68 | 93 | 0.7 | 4.65 | 140 | 2.79 | 0.353 | 6 |
| 8880 3 | 314 | 0.7 | 15.70 | 471 | 9.42 | 0.355 | 18 |
| 8880 31 | 29 | 0.6 | 1.45 | 44 | 0.87 | 0.321 | 64 |
| 8880 9 | 10 | 0.6 | 0.50 | 15 | 0.30 | 0.324 | 330 |
| 8880 12 | 4 | 0.5 | 0.20 | 6 | 0.12 | 0.290 | 174 |
| 8880 1 | 8 | 0.4 | 0.40 | 12 | 0.24 | 0.253 | 436 |
| 8880 5 | 16 | 0.4 | 0.80 | 24 | 0.48 | 0.253 | 206 |

APPENDIX E

OPTIMAL R AND Y FOR SELECTED ITEMS WHICH BELONG TO THE ELECTRIC MOTOR

| HNSN | C | K | Ch | Cs | Cp | R | Y |
|---------|------|-----|--------|------|---------|-------|-----|
| 8890 62 | \$14 | 6.0 | \$0.70 | \$21 | \$0.420 | 0.811 | 0 |
| 8890 18 | 2 | 3.0 | 0.10 | 3 | 0.060 | 0.684 | 0 |
| 8890 29 | 104 | 3.0 | 5.20 | 156 | 3.120 | 0.684 | 0 |
| 8890 50 | 58 | 3.0 | 2.90 | 87 | 1.740 | 0.684 | 0 |
| 8890 77 | 9 | 1.9 | 0.45 | 14 | 0.270 | 0.573 | 29 |
| 8890 58 | 108 | 1.5 | 0.40 | 162 | 3.240 | 0.511 | 3 |
| 8890 46 | 25 | 1.5 | 1.25 | 38 | 0.750 | 0.527 | 1 |
| 8890 30 | 44 | 1.5 | 2.20 | 66 | 1.320 | 0.527 | 1 |
| 8890 65 | 62 | 1.5 | 3.10 | 93 | 1.860 | 0.527 | 1 |
| 8890 4 | 64 | 1.3 | 3.20 | 96 | 1.920 | 0.493 | 17 |
| 8890 9 | 34 | 1.2 | 1.70 | 51 | 1.020 | 0.474 | 4 |
| 8890 11 | 8 | 1.1 | 0.40 | 12 | 1.240 | 0.502 | 7 |
| 8890 55 | 24 | 1.0 | 1.20 | 36 | 0.720 | 0.432 | 11 |
| 8890 10 | 25 | 1.0 | 1.25 | 38 | 0.750 | 0.429 | 5 |
| 8890 8 | 92 | 0.8 | 4.60 | 138 | 2.760 | 0.383 | 39 |
| 8890 42 | 83 | 0.7 | 4.15 | 125 | 2.490 | 0.354 | 4 |
| 8890 22 | 40 | 0.7 | 2.00 | 60 | 1.200 | 0.355 | 4 |
| 8890 51 | 18 | 0.7 | 0.90 | 27 | 0.540 | 0.355 | 4 |
| 8890 67 | 36 | 0.7 | 1.80 | 54 | 1.080 | 0.355 | 9 |
| 8890 3 | 19 | 0.6 | 1.95 | 29 | 0.570 | 0.345 | 95 |
| 8890 70 | 74 | 0.6 | 3.70 | 111 | 2.220 | 0.324 | 41 |
| 8890 13 | 130 | 0.6 | 6.50 | 195 | 3.900 | 0.324 | 41 |
| 8890 20 | 51 | 0.6 | 2.55 | 77 | 1.530 | 0.322 | 5 |
| 8890 1 | 60 | 0.6 | 3.00 | 90 | 1.800 | 0.324 | 5 |
| 8890 72 | 6 | 0.6 | 0.30 | 9 | 0.180 | 0.324 | 32 |
| 8890 48 | 14 | 0.6 | 0.70 | 21 | 0.420 | 0.324 | 32 |
| 8890 6 | 12 | 0.4 | 0.60 | 18 | 0.360 | 0.253 | 296 |
| 8890 78 | 5 | 0.4 | 0.25 | 8 | 0.150 | 0.239 | 32 |
| 8890 14 | 408 | 0.3 | 20.40 | 612 | 12.240 | 0.211 | 9 |
| 8890 15 | 24 | 0.3 | 0.15 | 5 | 0.072 | 0.661 | 6 |
| 8890 1 | 200 | 0.3 | 10.00 | 300 | 6.000 | 0.211 | 9 |
| 8890 60 | 3 | 0.3 | 0.15 | 5 | 0.090 | 0.192 | 43 |
| 8890 53 | 26 | 0.3 | 1.30 | 39 | 0.780 | 0.211 | 230 |
| 8890 61 | 54 | 0.3 | 2.70 | 81 | 1.620 | 0.211 | 10 |
| 8890 34 | 11 | 0.3 | 0.55 | 17 | 0.330 | 0.206 | 10 |
| 8890 2 | 35 | 0.3 | 1.75 | 53 | 1.050 | 0.209 | 31 |
| 8890 27 | 6 | 0.3 | 0.30 | 9 | 0.180 | 0.211 | 22 |
| 8890 24 | 16 | 0.3 | 0.80 | 24 | 0.480 | 0.211 | 11 |
| 8890 66 | 201 | 0.1 | 10.05 | 302 | 6.030 | 0.112 | 18 |
| 8890 74 | 12 | 0.1 | 0.60 | 18 | 0.360 | 0.113 | 158 |
| 8890 68 | 57 | 0.1 | 2.85 | 86 | 1.710 | 0.112 | 67 |

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